

January 31, 1960

NATIONAL CONFERENCE ON SOCIAL WELFARE

EXECUTIVE COMMITTEE

Minutes

Saturday, December 12, 1959
Hotel Deshler Hilton, Columbus, Ohio

Attendance

Charles I. Schottland, President	Eugene Freedheim
Fedele Fauri, Second Vice-President	David G. French
Sanford Solender, Third Vice-President	Sidney Hollander
James Brindle, Secretary	Hugh R. Jones
Arch Mandel, Treasurer	Clara Kaiser
Robert H. MacRae, Past President	Gisela Konopka
Mrs. Thelma Shaw, President Nominee	Esther Lazarus
Mrs. Gretchen Abbott	Robert Lansdale
Clark W. Blackburn	Seaton Manning
Harry M. Carey	Jay L. Roney

Staff

Joe R. Hoffer, Executive Secretary
Ralph Price, Asst. Executive Secretary
Ruth M. Williams, Asst. Executive Secretary
Harold Weiner, Public Relations Consultant
Eula Wyatt, Administrative Officer
Dorothy Hankins, Administrative Assistant
Ruth Sarle, Administrative Assistant

Charles I. Schottland, presiding

I. Approval - Agenda

The agenda was approved as presented with provision for change in order of items of business as circumstances might indicate.

II. Approval - Minutes of Spring Meeting

The minutes of the Executive Committee meeting held on May 23 and May 29 were approved as distributed on June 22, 1959.

III. Election of Treasurer for 1959-60

It was moved and seconded that Mr. Mandel be elected as Treasurer of the organization. The motion carried unanimously.

IV. Report of administrative developments since the 1959 Annual Forum

The Executive Secretary commented and answered questions on his written report of recent developments which had been circulated with the provisional agenda.

The completion of the microfilming of the first period (1874-1898) of the historical records of the Conference was acclaimed. It was suggested that a special notice be sent to the Deans of Schools of Social Work since they might not have read the Bulletin articles on the subject.

V. Report of Program Committee

The President presented the report of the Program Committee, which had been distributed previously. He reported that word has recently been received from the National Institute of Mental Health that the Conference would receive a grant of \$10,000. to be used for certain costs (speakers from outside the social welfare field, a dramatic presentation, a special publication) connected with the meetings on Wednesday, June 8. He reminded the Committee that all the meetings on that day would be devoted to Mental Health.

Mr. Schottland reported that most of the General Sessions speakers had been secured. He also said that a special effort was being made this year to have the subject matter of the Section and Common Service Committee meetings related to the Annual Forum theme -- THE 1960's - SOCIAL WELFARE RESPONDS TO A NEW ERA.

VI. Selection of 1960 Award Winners

Miss Kaiser presented the recommendations of Subcommittee B and moved the presentation of the 1960 NCSW Awards to three persons selected by the Committee from among nine nominations. The motion was seconded and carried. It was agreed that the names be publicized, contrary to past procedures, after the recipients have been notified. They are Helen Hall, Loula Dunn and Ralph Blanchard.

VII. Reports of Subcommittee Chairmen

A. Subcommittee A - Seaton Manning - Chairman

1. Site of Future Annual Forums. Mr. Manning reminded the Committee that the next three Annual Forums would be held as follows:

1960 Atlantic City
1961 Twin Cities
1962 New York City

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The Subcommittee recommended the following locations for future Annual Forums:

1963 Cleveland
1964 Los Angeles
1965 Washington D. C. or Miami Beach, Florida
1966 Detroit or Chicago
1967 New York City or Atlantic City

The recommendations were approved on the condition that the staff determines that NCSW requirements can be met in the cities listed.

2. Sponsoring Committee for 1961 Annual Forum. Mr. Manning presented a problem encountered in setting up a Sponsoring Committee in the Twin City area. There are seven possible organizations, no one of which has been designated to assume the initiative. They are: Community Chest and Council of Hennepin County; Greater St. Paul Community Chest and Council; Minnesota Welfare Conference; Minnesota County Welfare Directors Association; NASW, Southern Minnesota Chapter; School of Social Work, University of Minnesota; State Department of Public Welfare. It was recommended after some discussion that the staff visit personally with a gathering of representatives of these groups and a cooperating sponsoring committee be set up. Mrs. Konopka agreed to act as consultant.
3. Exhibits. Mr. Manning reported that all except two of the 123 applications for exhibits in Atlantic City have been approved previously. The two which are exhibiting for the first time are Laurin Hyde Associates, and Simmons College School of Social Work. They were unanimously approved. Formal action was taken to authorize the Executive Secretary with the President to approve applications received between this date and the time of the Annual Forum.

B. Subcommittee B - Clara Kaiser, Chairman

1. Publications Program. The Subcommittee recommended that the present publications program be continued but that supplementary volumes be published only if there are sufficient papers of quality in a specialty. This recommendation was accepted.

The Subcommittee recommended that the mental health papers from the Atlantic City Annual Forum be printed in the appropriate volumes along with other papers. They recommended that the NIMH grant be used to reprint the papers on this subject for special distribution. This recommendation was formally accepted.

A suggestion that a special preliminary section be added to the Proceedings which would describe the social climate of the year and report significant developments had been submitted to the Subcommittee. After considerable discussion this suggestion was rejected.

2. List of "Significant Books". Difficulties encountered in selecting books to be included in the list of "Significant Books in Social Welfare" were presented. The Subcommittee recommended that there be set up a review board of five persons from different fields of social welfare to whom publishers would be requested to supply review copies. This recommendation was formally accepted.
3. Public Relations Program. The Conference public relations program could be given very slight consideration by the Subcommittee because of lack of time. Therefore, the Subcommittee recommended that this assignment be made to a subcommittee whose agenda is somewhat less crowded. Subcommittee B did recommend that an artist be commissioned to design a suitable symbol for the Conference which would be appropriate since the addition of our two new States. They did not approve of the stars which were added as a temporary measure to represent these states. The Public Relations Consultant presented the necessity for employment of a full-time staff member for public relations work. No action was taken because of the budgetary implications. The Subcommittee did take formal affirmative action on his other proposal that an ad hoc Public Relations Committee be set up to explore the possibility of cooperation with other national organizations for this purpose. There was consensus that no field needs interpretation so much as social welfare. Ralph Blanchard was suggested as Chairman for this Committee. It was also proposed that consideration be given to making the Committee permanent.

C. Subcommittee C - Clark Blackburn, Chairman

1. Status of Associate Groups. Only one group on the present list is delinquent in the payment of its assessment. It was the consensus of the Committee that the Conference should continue negotiation with them for the full payment. The Subcommittee recommended approval of the application of Community and Social Agency Employees Union, AFL-CIO. This was accepted by the full Committee.

The Subcommittee recommended that Associate Group status be promoted with approved national organizations. A list of national organizations which are not Associate Groups was read and Executive Committee members asked to volunteer to follow up on a letter which the staff was instructed to send to each of these. The list and members volunteering appears in Attachment #1.

There was general consensus that the scale of Associate Group assessments is too low and that the present Associate Groups should be encouraged to increase their payments.

After some discussion on the proposal to charge all exhibitors except Associate Groups the same fee as commercial exhibitors the idea was abandoned and it was agreed to concentrate at this time on the promotion of Associate Group status.

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2. Meeting of NCSW Members. The Subcommittee recommended a program for the annual meeting of members. There was general agreement that the time should be given to discussion of the recommendations in the Study Commission report. There was considerable discussion about the conduct of the meeting, including suggestions for visual aids, graphic presentation, etc.
3. Relations with State Conferences. Subcommittee C recommended that the joint membership agreement with the Kansas and Colorado Conferences initiated on an experimental basis be terminated since it has not proven successful. Mr. Blackburn moved the adoption of the recommendation. It was seconded and carried after some review of the history and explanation of the procedure.

There followed a discussion of relationships with state conferences and the part which the National Conference can or should play in providing services to them. The proposal outlined in 1956 by a committee composed of representatives of the NCSW, United Community Funds and Councils, and the National Social Welfare Assembly was reviewed. The budget for this proposal is \$43,000. It was recommended and formally approved that this project be revived, that foundation money be sought for its implementation and that cooperation and consultation be secured from the strong state conferences.

D. Subcommittee D - Arch Mandel, Chairman

The Chairman reviewed the 1959 budget and the financial report for the year showing a small anticipated deficit. There is some indication that the expenditures may be below the present estimates. (The actual figures for 1959 and the 1960 and 1961 budgets appears in Attachment #2.) In response to a question, Mr. Mandel stated that the 1960 budget was based on an estimated registration of 5,500 at the Atlantic City Annual Forum.

Mr. Mandel reminded the Committee that a proposed budget for 1961 was being considered at this time, so that it would be available to present to the National Budget Committee in March, 1960. The Executive Committee would act on an "Operating Budget" for 1961 at its meeting in November, 1960. A \$5400. deficit is estimated for 1961. This figure has been added to the miscellaneous income item to balance the budget. The Conference must consider ways of raising money to meet this figure. Ways suggested included raising agency dues and Associate Group assessments. The budgets for 1960 and 1961 were approved.

Corporations and trade unions are to be solicited for membership to increase the Special Project Reserve Fund.

The Executive Committee approved rehiring Miss Helen Morrill under the direction of CPA Hathaway and Hathaway, Inc. to audit the National Conference books for 1959. The check must be paid to Hathaway and Hathaway, and they in turn will reimburse Miss Morrill.

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VIII. Report of Study Commission

David French, Chairman of the Study Commission, presented the report of the Commission, which was accepted and approved, and the report of Greenleigh Associates, which had been used as a resource document by the Commission. The letter of transmittal and the text of the Study Commission report appear in Attachment #3.

It was agreed that the report should be published in full in the winter issue of the Conference Bulletin, so that it would reach all members. This should be accompanied by an article giving the highlights of the report and the problems involved in implementation. It was agreed that prior to the appearance of the Bulletin the report should be sent to the national organizations, accompanied by a letter from the President and a copy of the Greenleigh report.

There was considerable discussion of the steps to be taken in implementing the report, with general agreement that every effort should be made to inform the membership about the proposals and to get their reactions, as well as those of the social welfare field in general.

The staff was instructed to take certain steps on an informal basis and to report to the officers meeting in March on the following:

1. Constitutional changes necessary to implement the report;
2. Changes in the program which do not involve constitutional revisions;
3. Consultation with national agencies to secure their informal views on the proposal to change NCSW meetings to Monday, Tuesday and Thursday during the week of the Annual Forum;
4. Consultation with the national agencies concerned to secure their informal reactions to their proposed new role in the NCSW Program Committee;
5. Informal and tentative exploration of possibilities for developing a continuing mechanism for promoting the effective use of conference activity in social welfare;
6. Investigation of possible financial support by foundations to underwrite implementation of the recommendations, with the understanding that no formal applications would be made until next fall;
7. Indication of a modified program structure for the Annual Forum and program planning procedure, in line with the objectives of the Study Commission report, which could be implemented with the present staff and financial resources.

IX. Report of Committee on Staff Personnel

Mrs. Shaw, Chairman of the Committee on Staff Personnel, reported that the Committee had held a meeting on December 10 with a representative of the staff. It proposed a change in the Personnel Manual to make the computation of annual leave correspond with anniversary dates, i. e. from July 1 to July 1 instead of as present June 1 to June 1. There were no objections.

She presented the new plan being initiated by the National Health and Welfare Retirement Association for local administration of the fund. This gives added benefits for death and retirement annuities. It was voted that the Conference staff participate in the new plan, but the Executive Secretary was instructed to explore all plans to make sure that this provided the best possible benefits for employees.

The Committee presented a recommendation that, should the headquarters office be moved to New York, staff members unable to move be given severance pay equal to one week's salary for each year of service with a minimum of four weeks and that unemployment benefits be given equal to those provided under the Ohio Unemployment Compensation law. After much discussion, it was moved and seconded that in view of the fact that a move is highly problematical, the Committee should go on record as recognizing an obligation to staff members who might not be able to make such a move. This was adopted.

A proposal for educational leave was made to add to the Personnel Manual, the following: "Staff members who have had 7 years of service may be given educational leave of 3 to 5 months with full pay or 9 to 10 months with one-half pay. The leave will be given with regard to the Conference activities and the availability of a replacement. Any case involving additional expenditures must be presented as a budget item and receive approval of the Executive Committee." A motion to this effect was made, seconded and carried.

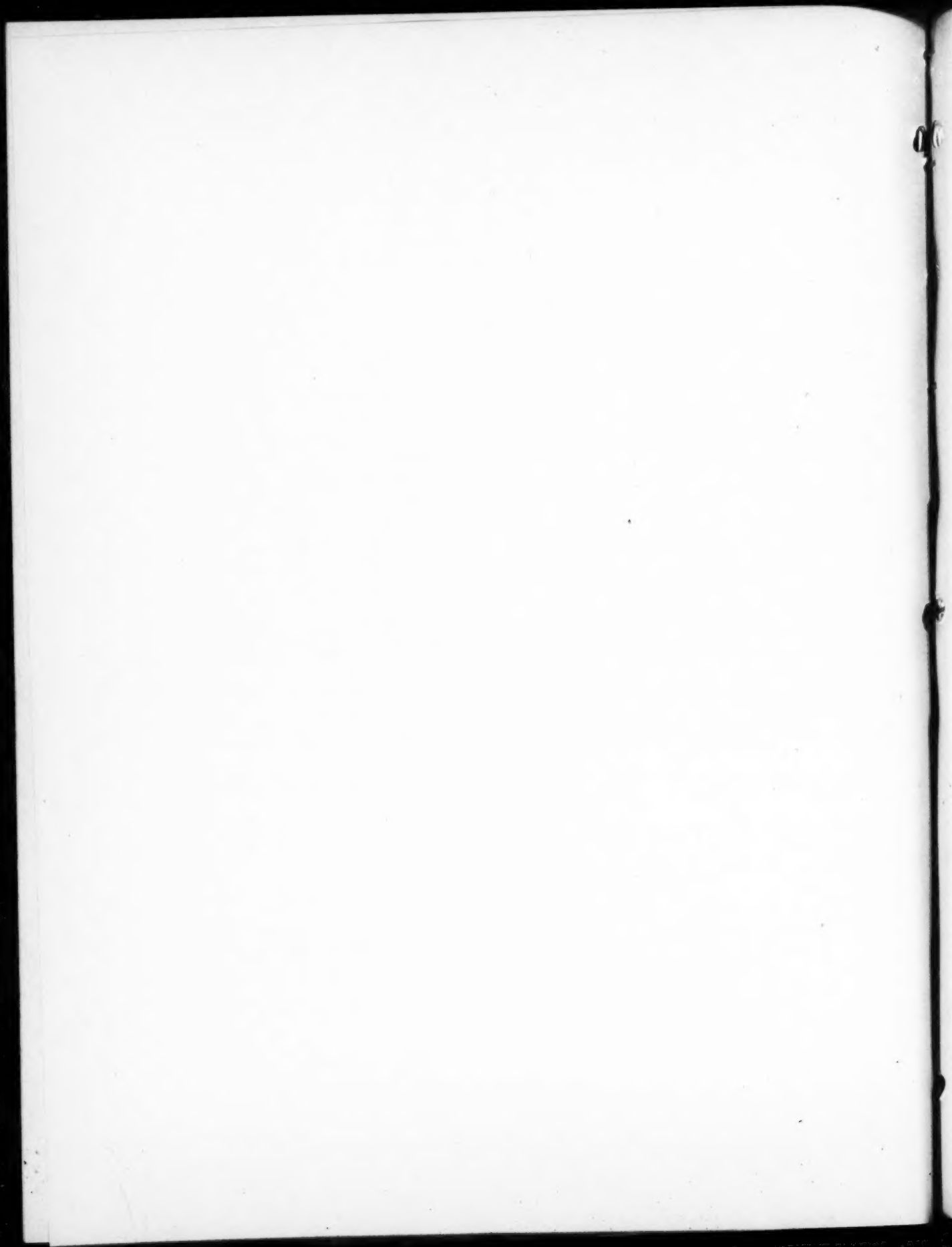
X. Other Business

There was no other business.

XI. Time and Place of Next Meeting

The Executive Secretary announced that the officers, including the past President and the President-nominee, would meet in New York on Monday, March 21, 1960. The next full meeting of the Executive Committee is scheduled in Atlantic City on Saturday, June 4, 1960.

James Brindle
Secretary



Minutes
Attachment #1
December 12, 1959

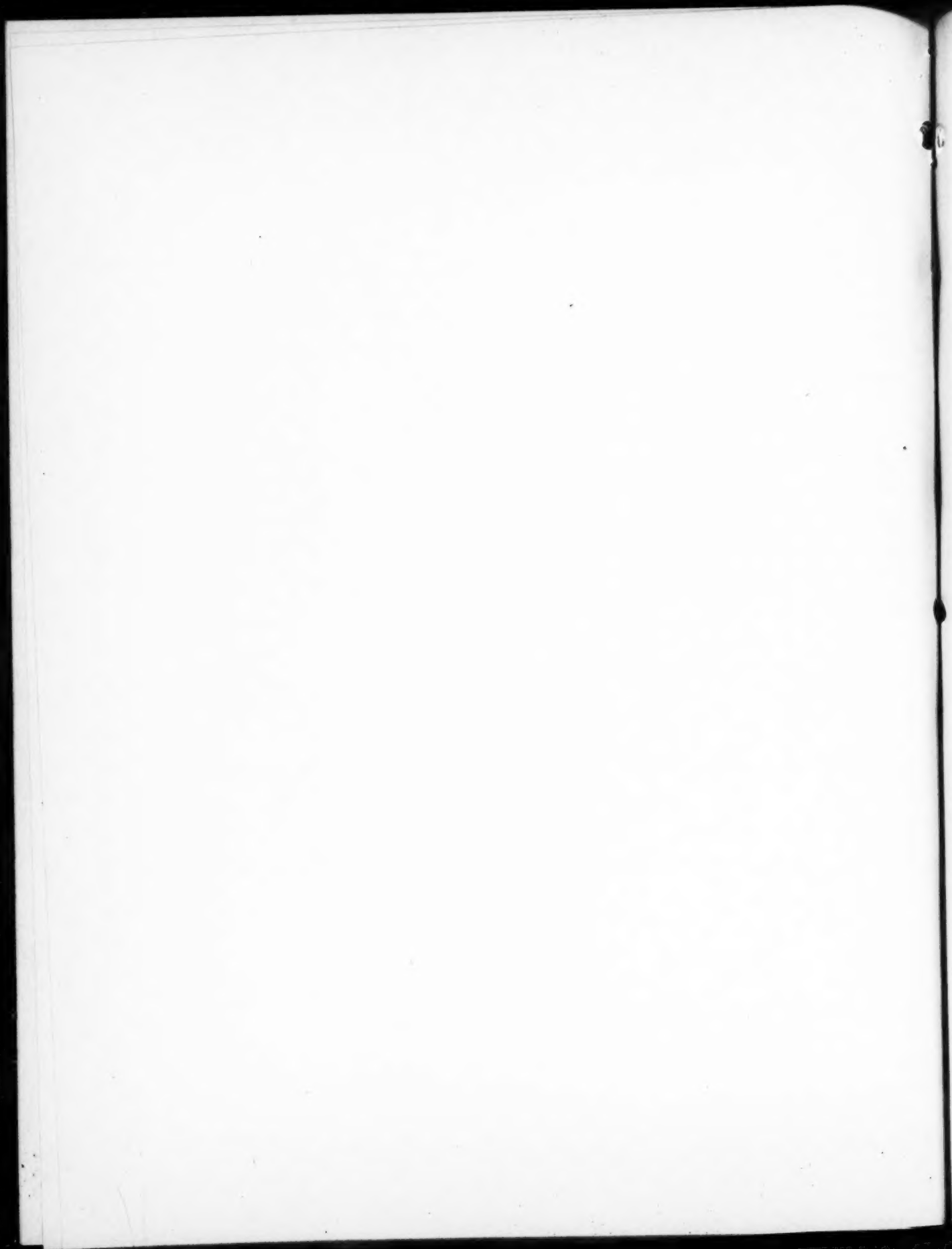
EXECUTIVE COMMITTEE

List of Associate Group Prospects

Organization

Expediter

American Dietetic Association	Harry Carey
American Hearing Society	James Brindle
American Heart Association	
American Occupational Therapy Association	
Arthritis & Rheumatism Foundation	
Boy Scouts of America	
Boys' Clubs of America	
Camp Fire Girls	Clara Kaiser
Lutheran Welfare Conference	Sanford Solender
National Catholic Community Service	Jay L. Roney
National Foundation	James Brindle
National Health Council	S. Solender
National League for Nursing	Clark Blackburn
National Multiple Sclerosis Society	James Brindle
National Recreation Association	
National Rehabilitation Association	Hugh Jones
National Tuberculosis Association	
Office of Health and Welfare, United Presbyterian Church, U. S. A.	Jane Hoey
United Cerebral Palsy Association	
United Service Organizations	S. Hollander



EXECUTIVE COMMITTEE

Financial Report for 1959 and Budgets for 1960 and 1961

The financial report for 1959 and the budgets for 1960 and 1961 are contained in the attached document prepared for the National Budget Committee. This report incorporates the Executive Committee's actions which are reported in the minutes. In general, the actual figures for 1959 approximate the estimates presented at the December meeting of the Executive Committee. The 1959 report will be audited and a copy of the audit filed with the Treasurer and with the National Budget Committee.

We are pleased to report that contrary to expectations, the year 1959 ended with a small surplus due primarily to a reduction in certain traditional expenditures during the second half of the year, e. g. part-time help, printing, office supplies, postage, etc. The surplus was achieved, however, by cutting several corners. Our inventory of supplies and printed matter is below normal. Mass membership and Annual Forum promotions were eliminated. These steps were taken both in the interests of economy and to experiment with a more selected approach to memberships and annual forum attendance. The results will be watched closely. Arch Mandel has summed our problem neatly in the 1960 Winter BULLETIN when he wrote:

"You know the story of a man who tried to train his horse to live without eating by feeding him less and less every day. When the irreducible minimum in food was reached the horse died."

Since the functional cost analysis was not completed until after the report was submitted to the National Budget Committee, the 1959 functional costs were estimated (See Table IV, p. 15).

A special report on the International Social Welfare account will be made in the First Quarter 1960 Financial Report.

March 1960

INFORMATION FOR THE
NATIONAL BUDGET AND CONSULTATION COMMITTEE
PREPARED BY

National Conference on Social Welfare
22 West Gay Street, Columbus 15, Ohio
345 East 46 Street, New York 17, N.Y.
Joe R. Hoffer, Executive Secretary

Capital 4-5772
Murray Hill 2-6117

HUMAN NEEDS SERVED

1. Specific Human Needs

a. Nature and Scope of Human Needs Served by NCSW

The NCSW provides an educational forum program for the critical examination of basic social welfare problems and issues. Since 1874 the NCSW Annual Forums, publications and services to state and international conferences have been a constructive and vital force in the field of social welfare by:

providing significant educational values for
workers and volunteers;

offering a unique opportunity for the broadest
kind of interpretation to the public;

providing a chronological and cumulative record
of basic developments;

emphasizing the common elements among workers
and organizations.

A special 75th Anniversary historical volume, Trends in Social Work as Reflected in the Proceedings of the NCSW 1874-1946, was written by Frank J. Bruno in 1948 and represents one of the basic resources in the field. A revision, which covers the next ten years, was published and distributed in May, 1957. These services are for the entire country. They relate to general problems arising from local needs. Outstanding leaders in the professions--in labor, business and industry, and in other citizen groups who are interested in social welfare--are brought together with volunteer workers and with those who have made a career of work in this field. Only the NCSW provides such a forum for the entire social welfare field and for the entire country.

Conferences and conventions are characteristic phenomena of the American way of life. Social welfare as a modern form of expression of society's concern for human beings is no exception to the rule.

The NCSW is recognized as having great influence on social welfare in this country. It has direct influence upon social welfare agencies and their services in local communities.

- b. Extent of Responsibilities of NCSW Toward Meeting These Needs
The Annual Forum program content encompasses the gamut of human problems which are included in the social welfare field and closely related fields. In the past five-year period there were over 2,000 individual and group presentations at these Annual Forums. A comparison with the topical subjects in the Social Work Yearbook revealed that the Annual Forum programs included papers on all of these subjects. The 60 Associate and Special Groups which support the Conference play an important part in the planning process for each Annual Forum. There is a regular interchange among these groups on program content. The Conference is seeking additional means to work cooperatively with national organizations having forum activities in order to prevent duplication of effort.

The themes for the past five Annual Forums were:

- 1959 -- New Knowledge - Consequences for People
- 1958 -- Accent on Prevention
- 1957 -- Expanding Frontiers in Social Welfare
- 1956 -- The Challenge of Change
- 1955 -- Social Welfare - 1955 - Progress, Problems, Prospects

While it is difficult to summarize briefly the basic problems which have been given special attention, the themes for each Annual Forum emphasizes the major thread of the presentations. In addition, rehabilitation, social work personnel, interpretation, understanding of group life, new developments and techniques, and critical issues in voluntary and governmental programs received attention in the more than 350 meetings scheduled during the Annual Forum held in 1959 in San Francisco.

2. Agency Goals

a. National and Community Goals

The NCSW is a voluntary association of approximately 5,500 individuals and 1,150 local and national organizational members. An additional 3,000 individuals attend each Annual Forum. A considerable but undetermined number of additional individuals read the more than 6,000 copies of the official Proceedings which are distributed free or sold annually.

The NCSW stimulates educational growth, helps establish and develop standards of work, and brings coordinated experience from state, national and international programs to bear on local social welfare problems. It accomplishes these objectives by:

- (1) Providing opportunities to share experience on such important subjects as recruitment of personnel, public and voluntary agency relationship, juvenile delinquency, aged, family breakdown, chronic illness, and others;
- (2) Considering, appraising and discussing current economic and social conditions affecting the field of social welfare;
- (3) Reporting accomplishments and undertakings;
- (4) Submitting the results of studies and research;
- (5) Raising questions, offering ideas, suggestions and recommendations as a basis for the formulation of platforms and the endorsement of specific proposals which may be used by interested organizations;
- (6) Assisting individuals and organizations with their specific technical and professional problems through exhibits and consultation services at the time of the meetings.

b. Important Contributions

The Conference must remain sensitive to local conditions, needs and reactions. Membership, which is one index of local interest, has held up despite severe competition for the individual's dollar. The problem is one of selecting priorities and keeping abreast of the major demands for service and membership participation. The Conference Study Committee in 1949 concluded that if the forum function is to be performed properly, it requires democratic control, broad individual and organization participation, planning and independence of control.

A new Study Commission was appointed in November, 1957, to consider the future role of NCSW including relations with Associate Groups. It has reaffirmed the general conclusions of the 1949 Conference Study Committee and has recommended a two-phase cooperative study with key organizations, viz: (1) The serious situation in the social welfare field resulting from the multiplicity of conferences; (2) a comprehensive study of conferencing in the United States. The Commission will report early in 1960.

Attendance at Annual Forums is another rough index of the effect of the Conference on local communities. The paid registration during the past five years has ranged from 4,291 to 6,510. Attendance at the 1952 Annual Forum in Chicago was next to the highest in the history of the Conference. The highest paid registration was 7,205 for the year 1941 in Atlantic City.

PROGRAM AND ACCOMPLISHMENTS3. What the Agency Does

The major function of the Conference is an educational one. The service functions include:

a. Annual Forum Administration

- (1) The Annual Forum. This extends eight days (including pre-Annual Forum meetings of three days) and includes about 350 separate meetings and nearly 500 speakers, discussants and presiding officers. The types of meetings held are:

- (a) The NCSW Program Committee Meetings. These are planned and held directly under the auspices of NCSW and include three types:

General Sessions addressed by nationally known figures on broad economic and social topics of basic concern to all in the health and welfare field;

Section Meetings dealing with the generic subject matter in the field of services to: individuals and families; groups and individuals in groups; and, agencies and communities;

Common Service Meetings dealing with specific non-technical content in the fields of social research and social studies; personnel and administration, public relations; methods of social action; planning meetings and conferences in social welfare; and, financing of social welfare services. These embrace subject matter with which the practitioner, supervisor, administrator, consultant and board members should become acquainted.

- (b) Associate and Special Group Meetings. There are about 60 national organizations which hold status as Associate and Special Groups and which plan and hold approximately 200 of their own meetings in conjunction with the NCSW. A committee on Combined Associate Group Meetings plan meetings on subjects of common interest and concern.
- (c) Extra-Program Meetings. An additional 150 meetings are held which do not appear in the program, as many groups and organizations take advantage of the presence of their constituents to hold special meetings.
- (d) Exhibits and Other Audio-Visual Aids. In 1959 there were 131 consultation and exhibit booths set up by 100 national and state social welfare organizations and 6 commercial organizations. Special exhibits included a Combined Book

Exhibit. Outstanding films and film strips and other audio-visual aids in social welfare were selected and shown by a special committee of the Conference.

- (e) Consultations, Conferences and Interviews. Those in attendance find value in talking to leaders and experts and to those with similar experience in other parts of the country.
- (f) Employment Service. This service, inaugurated in cooperation with The National Social Welfare Assembly and the U. S. Employment Service, coordinates the job-hunting and job-finding activities which have always been a part of Annual Forums and without in any way conflicting with individual employment services offered by national agencies. In 1959 job orders amounting to 433 (1,155 openings) came from agencies throughout the U. S. Applications from 254 individuals seeking positions came from many states and the U. S. territories.

b. Publications

Publications during 1959 of the NCSW included Social Welfare Forum, an annual bound volume of the official proceedings of the Annual Forum; three additional volumes containing selected papers presented at the Forum in Casework, Group Work, Community Organization; and a quarterly Conference Bulletin.

c. Services to State Conferences

The NCSW serves as the secretariat for the Association of State Conferences for which it conducts regional and national meetings, collects and distributes material of interest to groups, makes occasional studies, publishes semi-annually a Directory of State Conferences, and performs other services.

d. International Social Welfare Services

The NCSW has had much to do with originating and fostering the ICSW. It provides a Secretariat for the ICSW and is reimbursed for the services rendered.

U. S. Committee of ICSW

On October 1, 1959 the U. S. Committee of ICSW became a semi-autonomous body within the NCSW. Under this new relationship the NCSW assumed responsibility for the activities of ICSW in this country, but the U. S. Committee continues its responsibility for the annual financial quota to ICSW.

e. Membership Promotion and Processing

Memberships fall due January 1 or July 1 of each year. Statements and follow-up mailing to members generally include information about

book services and other items of interest. With about 7,000 members and a 25-35% turnover, some 9,000 memberships are processed in a year. Membership promotion involves two general methods: (1) direct mail appeals to lists of prospects; (2) invitations to attend the Annual Forum and to become members when registering. About 20,000 notices of the Annual Forum and 12,000 preliminary programs were distributed in 1959 through the help of national, state, and local welfare agencies. The temporary staff of the Annual Forum is trained to enlist new memberships.

f. Membership Participation

Membership participation refers to the organization and program maintained to give members a full opportunity to participate in developing the program of the Annual Forum, the publications program, and in building the slate of candidates for election to office of the Conference. It covers all services related to the election of officers and committee members, including the work of the Nominations Committee. All services related to the Executive Committee are also included in this item.

ORGANIZATION

4. Local Units

a. Community Relationships

The Conference has individual and organizational members in a large number of communities, but it does not have local chapters or branches. Therefore, it can work only through established local and state organizations. It must look to these organizations to solicit program and nomination suggestions, enlist new members, help interpret the Conference, and in every way stimulate and facilitate membership participation in the program of the Conference. The Executive and Nominations Committees have representation from each of the nine regions in the country which are used by the Conference for administrative purposes.

b. Community Service Visits

The Conference staff does not make service visits in the ordinary sense. However, the staff, officers and committee chairmen participated (usually by request) in 42 local, state, national and international activities in 1959, as follows:

Local Institutes and Groups	20
State Conferences	8
Regional Institutes	5
National & International Conferences	9

It is estimated that there is some group or staff activity in several hundred communities in relation to the program of the Conference.

The Conference staff has had invitations from many of the 48 state conferences for visits and additional services such as regional institutes, "on-the-spot" consultation, etc. Many requests from local communities have to be rejected because of the lack of adequate resources.

c. Reporting to Membership

The summary of the financial report is published annually in the winter issue of the Conference Bulletin. The treasurer reports briefly during the Annual Forum. In addition, the full financial report is included as an attachment to the Executive Committee minutes.

A copy of the last annual audit is filed with the National Budget and Consultation Committee.

d. Reimbursement for Direct Services

It is the policy of the Conference to seek reimbursement for services rendered to national organizations for the following items: (1) printing of announcements of their meetings and activities in the final program of the Annual Forum; (2) notices and ads in the Annual Forum Daily Bulletin and other publications; (3) booths for exhibits and consultation service at the Annual Forum.

The Associate Group assessment fees (1959--\$6,500), included in the membership in Table I, pay for partial cost of Associate Group meetings.

Publications are distributed free or are sold at cost to members. Nonmembers pay regular prices.

The International Conference of Social Work reimburses the Conference for some of the expenditures made on its behalf.

5. Incorporation and Tax Exemption

The Conference was organized in 1874. It was incorporated as a non-profit organization first in Illinois on September 28, 1916. On March 13, 1951 it was incorporated in Columbus, Ohio.

Contributions are tax exempt and a copy of the letter from the U. S. Treasury Department is on file with the National Budget and Consultation Committee.

6. Officers

The Officers of the Conference for 1959-60 are:

President

Charles I. Schottland, Dean, Florence Heller
Graduate School for Advanced Studies in Social
Welfare, Brandeis University, Waltham,
Massachusetts

<u>First Vice-President</u>	Mrs. Richard J. Bernhard, President, Child Welfare League of America, New York City
<u>Second Vice-President</u>	Fedele Fauri, Dean, School of Social Work, University of Michigan, Ann Arbor, Michigan
<u>Third Vice-President</u>	Sanford Solender, Director, Jewish Community Center Division, National Jewish Welfare Board, New York City
<u>Secretary</u>	James Brindle, Director, Social Security Department, United Automobile Workers, Detroit, Michigan
<u>Treasurer</u>	Arch Mandel, Executive Secretary, Massachusetts Community Organization Service, Boston, Mass.
<u>Past President</u>	Robert H. MacRae, Executive Director, Welfare Council of Metropolitan Chicago
<u>Executive Secretary</u>	Joe R. Hoffer, Executive Secretary, National Conference on Social Welfare, Columbus, Ohio

7. The Corporation, Board and Executive Committee: Meetings and General Practices

- a. The Executive Committee, which is the governing body, is elected by & the members in a mail ballot. It is made up of 7 officers and 21
- b. other members. Five of the officers are elected annually by the membership, and the Treasurer is elected annually by the Executive Committee. The seventh is the immediate Past President who becomes a member by constitutional provision. Of the 21 other members, 7 are elected annually for a three-year term. No person can be nominated for more than two consecutive terms.
- c. The Executive Committee held two meetings in 1959 with an average attendance of 20 out of 28. Seven members of the Executive Committee constitute a quorum. The officers held one additional meeting with an attendance of four out of six.
- d. The Executive Secretary, who is the executive officer and ex officio member of the Executive Committee, is the only member who receives compensation. The Conference pays travel and living expenses for the fall meeting of the Executive Committee and the spring meeting of the officers.
- e. For list of members of the Executive Committee, see Exhibit A.

8. Staff: Members, Organization, Salary Ranges and Retirement Plans

- a. The NCSW has 3 full-time professional staff members; 4 full-time administrative assistant staff members; and 4 full-time secretarial

and clerical staff members. A public relations consultant and a financial records consultant are employed on a per diem basis. Additional temporary staff are employed during the period of the Annual Forum.

- b. See Exhibit B, for a List of Salary Ranges by Classification of Positions.
- c. See Exhibit C, for Chart of Staff Organization.

NATIONAL CONFERENCE ON SOCIAL WELFARE
22 West Gay Street, Columbus 15, Ohio
345 East 46 Street, New York 17, New York (Branch Office)

I AGENCY STATEMENT ON NEEDS, PROGRAM AND ORGANIZATION

Human Needs Served

The NCSW was founded in 1874 because "The times called for a national clearing house of ideas and experience; a national medium for the exchange of opinion; a national forum in which to debate and appraise differing theories, policies and practice; a platform from which could be presented fresh information on social problems and methods of dealing with them as the frontiers of knowledge were moved forward." The Conference endeavors constantly to help social welfare agencies serve human needs by providing significant educational values for workers and volunteers; offering a unique opportunity for the broadest kind of interpretation of social welfare to the public; providing a chronological and cumulative record of developments in the field; emphasizing the common elements among all workers and organizations.

What the Agency Does

Providing an annual forum for the critical examination of basic social welfare problems and issues, and for the advancement of professional and public understanding of the social welfare field, the Conference's functions include:

a. Annual Forum Administration

- (1) The Annual Forum extends over 8 days with about 350 separate meetings and nearly 500 speakers, discussants and presiding officers. The kinds of meetings held are: the NCSW Program Committee Meetings which include general sessions, section meetings, and common service meetings; Associate and Special Group Meetings--60 national organizations plan and hold approximately 200 of their own meetings in conjunction with the NCSW; and about 100 Extra-Program Meetings.

- (2) Other Annual Forum Services are: Exhibits and Other Audio-Visual Aids including in 1959, 131 consultation and exhibit booths; Consultation, Conferences and Interviews -- providing opportunity for participants to confer with national leaders, experts, and colleagues on common problems.
 - (3) An Employment Service is also provided. In 1959 agencies listed 1,155 openings, and 254 applications came from individuals seeking positions.
- b. Publications. Publications of the Conference include Social Welfare Forum, an annual volume of official proceedings; volumes on casework, group work, and community organization; and the quarterly Conference Bulletin.
 - c. Services to State Conferences. The NCSW serves as the secretariat for the Association of State Conferences.
 - d. International Social Welfare Services. The NCSW shares its staff, office and facilities with the International Conference of Social Work and is reimbursed for services rendered. It also provides the Secretariat for the U. S. Committee of the ICSW which is a semi-autonomous body within the NCSW.
 - e. Membership Promotion and Processing. With about 7,000 members and a 25-35% turnover, about 9,000 memberships are processed annually.
 - f. Membership Participation. Members participate widely in developing Annual Forum program, the publications program and the slate of candidates for office.

Organization

History. Organized 1874; first incorporated in Illinois in 1916; subsequently incorporated in Ohio, 1951.

Board and Executive Committee. Governing body is Executive Committee elected by the members; made up of 7 officers and 21 other members -- 7 elected annually for 3-year terms. In 1959 two meetings of Executive Committee were held with an average attendance of 20.

Officers. President, Charles I. Schottland; First Vice President, Mrs. Richard J. Bernhard; Second Vice-President, Fedele Fauri; Third Vice-President, Sanford Solender; Secretary, James Brindle; Treasurer, Arch Mandel; Past President, Robert H. MacRae.

Staff. Joe R. Hoffer, Executive Secretary; 8 full-time professional and administrative staff members; 3 full-time secretarial and clerical workers. A Public Relations consultant is employed on a per diem basis; additional temporary staff employed during Annual Forum period.

Structure. NCSW does not have local chapters or branches but has individual and organizational members in a large number of communities.

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NATIONAL CONFERENCE ON SOCIAL WELFARE

TABLE I

INCOME (\$ thousands)

	1958 <u>Actual</u>	Year to 12/31/59 <u>Actual</u>	Appd.	Year to 12/31/60 <u>Optg.</u>	Appd.	1961 <u>Request</u>
<u>Cash and Securities</u>						
On hand, January 1	\$ 8	\$ 8	\$ 8	\$ 8	\$ 8	\$ 8
Less Working Balance	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>
Net available for Budget	-	-	-	-	-	-
<u>Earnings and Income</u>						
Memberships						
Renewals	\$ 69	\$ 67	\$ 65	\$ 68	\$ 68	\$ 70
News	15	17	24	18	16	18
Sub-Total	<u>\$ 84</u>	<u>\$ 84</u>	<u>\$ 89</u>	<u>\$ 86</u>	<u>\$ 84</u>	<u>\$ 88</u>
Registration Fees	32	27	30	31	32	29
Publications	11	11	11	13	11	11
Exhibits, Annual Forum	16	15	14	17	15	16
Interest	2	2	1	1	1	1
ICSW	10	11	10	11	10	11
Other	2	2	1	2	2	7 *
<u>Contributed Funds</u>						
From United Fund & Chest Areas	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>25</u>
Total Income	\$157	\$152	\$156	\$161	\$155	\$188
Total Expenditures (Table II)	<u>152</u>	<u>147</u>	<u>160</u>	<u>160</u>	<u>155</u>	<u>188</u>
Surplus ** or Deficit	\$ 5	\$ 5	\$- 4	\$ 1	-	-

* Includes special membership campaign (goal - \$5,000 annually) among national organizations

** Surplus will be placed in Reserve Funds

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NATIONAL CONFERENCE ON SOCIAL WELFARE

TABLE II

LINE ITEM EXPENDITURES (\$ thousands)

	1958 <u>Actual</u>	Year to 12/31/59 <u>Actual</u>	Appd.	Year to 12/31/60 <u>Optg.</u>	Appd.	1961 <u>Request</u>
<u>Salaries and Wages</u>						
Professional	\$ 32	\$ 35	\$ 34	\$ 37	\$ 34	\$ 46
Sec. & Clerical	32	31	30	35	32	40
Maintenance & Custodial	1	1	1	1	1	2
Retirement	4	3	5	4	4	4
Sub-Total	\$ 69	\$ 70	\$ 70	\$ 77	\$ 71	\$ 92
<u>Administrative Services</u>						
Telephone & Telegraph	1	1	1	1	1	2
Postage	6	4	5	5	5	5
Office Sup. & Express	3	4	5	4	4	5
Office Printing	9	5	9	8	8	8
Printing - Other	25	23	28	26	28	27
Sub-Total	\$ 44	\$ 37	\$ 48	\$ 44	\$ 46	\$ 47
<u>Travel and Per Diem</u>						
Staff	6	9	7	7	5	9
Committees	9	5	6	7	7	9
Annual Forum, etc.	4	3	4	3	3	3
Sub-Total	\$ 19	\$ 17	\$ 17	\$ 17	\$ 15	\$ 21
<u>Rentals and Insurance</u>						
Office, incl. Insurance	6	6	8	7	7	8
Rentals-Annual Forum, etc.	8	11	12	10	10	13
Sub-Total	\$ 14	\$ 17	\$ 20	\$ 17	\$ 17	\$ 21
<u>Equipment & Furnishings</u>						
Repairs-Replacements & New	\$ 3	\$ 3	\$ 2	\$ 2	\$ 2	\$ 2
<u>Miscellaneous</u>						
Books	1	2	2	2	3	1
Sub. Adv., etc.	2	1	1	1	1	4
Sub-Total	\$ 3	\$ 3	\$ 3	\$ 3	\$ 4	\$ 5
TOTAL EXPENDITURES	\$152	\$147	\$160	\$160	\$155	\$188

NATIONAL CONFERENCE ON SOCIAL WELFARE

TABLE III

BALANCE SHEET

(Balance Sheet as of the end of the fiscal period, December 31, 1959)

ASSETS

Cash Balance, December 31, 1959		\$ 2,547
Investments and Savings		
U. S. Savings Bonds, Series G.	\$ 9,000	
Savings Accounts	<u>42,500</u>	<u>51,500</u>
Total		\$54,047

LIABILITIES

Advance Payment, 1960 Exhibits		\$ 2,000
Reserves		
Annual Forum Reserve	\$ 8,975	
Contingency Reserve	10,000	
Equipment Revolving Fund	2,400	
International Social Welfare Reserve	9,043	
Publications Reserve	871	
Future Role of Conference	868	
Eduard C. Lindeman Memorial Fund	469	
Special Projects Reserve	<u>11,421</u>	<u>\$44,047</u>
Working Balance		<u>8,000</u>
Total		\$54,047
Book Value of Furniture, Fixtures and Equipment as of December 31, 1959		\$12,000

No other resources (reserve funds, bequests, etc.) are available to this organization.

Signed:

Arch Mandel, Treasurer

Joe R. Hoffer, Executive Secretary

NATIONAL CONFERENCE ON SOCIAL WELFARE

TABLE IV

ESTIMATED FUNCTIONAL EXPENDITURES (\$ thousands)

<u>ITEM</u>	<u>1958 Actual</u>	<u>Year to 12/31/59</u>		<u>Year to 12/31/60</u>		<u>1961 Request</u>	<u>1963 Effective</u>
		<u>Est. Actual</u>	<u>Appd.</u>	<u>Optg.</u>	<u>Appd.</u>		
a. A. F. Admin.	\$ 77	\$ 79	\$ 77	\$ 80	\$ 77	\$ 107	\$ 122
b. Publications	18	17	26	20	20	21	35
c. Services to State Conferences	1	2	3	2	3	2	12
d. International Social Welfare:							
a. ICSW	23	20	18	22	21	20	20
b. U.S. Com.	-	-	-	3	-	3	10
e. Membership Pro- cessing & Promotion	14	12	18	15	18	16	22
f. Membership Participation	<u>19</u>	<u>17</u>	<u>18</u>	<u>18</u>	<u>16</u>	<u>19</u>	<u>25</u>
TOTALS	\$152	\$147	\$160	\$160	\$155	\$188	\$246

FINANCE QUESTIONS9. Significant Changes in Budgets

The financial data were compiled on the assumption that no basic changes in program and staff will be made in 1960, i.e. continuation of the approved "core program." In general, the increases for 1960 are due to "automatic increases in pay plan" (an increase of 5% was approved beginning January 1, 1959); estimated increases (2%-5% each year) in telephone and telegraph, office, and other printing; and holding the Annual Forum in different cities. Some decreases, e.g. postage and office printing are due to ICSW operations, i.e. biennial conferences.

The 1961 budget, however, also includes the sum of \$25,000 to implement the recommendations of the Study Commission on the Future Role of NCSW. This amount is required for an additional staff member and program committee expenses to increase the effectiveness of program planning for the Annual Forum.

The effective budget for 1963 reflects the best thinking of the Executive Committee as to the activities and services in the "core program" which need strengthening, and the additional activities and services which would enable the NCSW to discharge the forum function more effectively. The Executive Committee has selected the following activities as top priorities for the future:

Broadening and deepening the program content of the Annual Forum--expenses and honorarium for selected participants;

Improvement of Program Planning--expenses for meetings of various Section Committees; and

Increasing participation in international social welfare--expenses of NCSW President to International Conference of Social Work.

The significant changes in the Conference expenditure budgets are summarized in the following tables and explanations:

<u>Year</u>	<u>Amount (\$ thousands)</u>	<u>\$ Over 1958</u>	<u>% Over 1958</u>
1958 Actual	\$152	None	None
1959 Estimated	147	\$- 5	\$- 3.3
1959 Approved-NBC	160	8	5.3
1960 Operating	160	8	5.3
1960 Approved-NBC	155	3	2.0
1961 Requested	188	36	23.7

a. Annual Forum Administration

<u>Actual</u> <u>1958</u>	<u>Estimated 1959</u> <u>Amt. Net Chg.</u>	<u>Operating 1960</u> <u>Amt. Net Chg.</u>	<u>Requested 1961</u> <u>Amt. Net Chg.</u>	<u>Effective 1963</u> <u>Amt. Net Chg.</u>
\$77	\$79 \$2	\$80 \$3	\$107 \$30	\$122 \$45

Staff travel and Annual Forum rentals vary from city to city. The major reason for the 1961 increase is for funds to implement Study Commission recommendations.

In addition, the Effective 1963 Budget provides funds for more outstanding speakers from related fields and business, and provides increased staff service to NCSW Associate Group program committees.

Provides funds for at least one meeting of the six Section and other committees which now carry on their program planning by mail.

Introduces more modern meeting and discussion methods, including increased audio-visual aids.

Provides additional and timely secondary common services, e.g. Public Relations Consultation; Educational Exhibits, etc.

Extends the public relations program to take fuller advantage of the wealth of materials and opportunities provided by the Annual Forum

for nation-wide and year-round interpretation of social welfare-- fuller coverage by newspapers, magazines, radio and TV; and more effective follow-up and reporting to home communities by those attending.

b. Publications

<u>Actual</u> <u>1958</u>	<u>Estimated 1959</u> <u>Amt. Net Chg.</u>	<u>Operating 1960</u> <u>Amt. Net Chg.</u>	<u>Requested 1961</u> <u>Amt. Net Chg.</u>	<u>Effective 1963</u> <u>Amt. Net Chg.</u>
\$18	\$17 \$- 1	\$20 \$2	\$21 \$3	\$35 \$17

The Effective Budget 1963 would anticipate increasing the effectiveness of the publications program by:

Improvement and expansion of the Conference Bulletin;

Increasing the number of manuscripts and recordings which can be used by individuals and organizations for in-service education for social action, interpretation and forum purposes.

c. Services to State Conferences

<u>Actual</u> <u>1958</u>	<u>Estimated 1959</u> <u>Amt. Net Chg.</u>	<u>Operating 1960</u> <u>Amt. Net Chg.</u>	<u>Requested 1961</u> <u>Amt. Net Chg.</u>	<u>Effective 1963</u> <u>Amt. Net Chg.</u>
\$1	\$2 \$1	\$2 \$1	\$2 \$1	\$12 \$11

The 1963 Effective Budget would provide much needed increased services including:

Field Service. To increase consultation service to state conferences upon request.

Regional Institutes. Increasing the number of and improving the quality of regional institutes held in conjunction with state conferences. This would bring the resources of the NCSW to more people who cannot attend national meetings.

d. International Social Welfare Services

<u>Actual</u> <u>1958</u>	<u>Estimated 1959</u> <u>Amt. Net Chg.</u>	<u>Operating 1960</u> <u>Amt. Net Chg.</u>	<u>Requested 1961</u> <u>Amt. Net Chg.</u>	<u>Effective 1963</u> <u>Amt. Net Chg.</u>
\$23	\$20 \$- 3	\$25 \$2	\$23 None	\$30 \$7

International conferences are held biennially. The NCSW assumed responsibility for the Secretariat of the U. S. Committee beginning October 1, 1959.

The 1963 Effective Budget would increase the NCSW's participation in stimulating interest in international social welfare in the United States, and providing more service to the U.S. Committee of the ICSW.

Included are funds for ensuring the attendance of the NCSW President at each biennial International Conference.

e. Membership Promotion and Processing

Actual 1958	Estimated 1959 Amt. Net Chg.	Operating 1960 Amt. Net Chg.	Requested 1961 Amt. Net Chg.	Effective 1963 Amt. Net Chg.
\$14	\$12 \$- 2	\$15 \$1	\$16 \$2	\$22 \$8

The decrease in expenditures in 1959 over 1958 is due to the timing of the mass membership campaign, e.g. mailings, printing and staff work.

The Effective Budget 1963 would provide some research facilities for a more factual approach to membership promotion, and provide the resources to supplement the present direct mail appeal with personal promotion through membership committees, etc.

f. Membership Participation

Actual 1958	Estimated 1959 Amt. Net Chg.	Operating 1960 Amt. Net Chg.	Requested 1961 Amt. Net Chg.	Effective 1963 Amt. Net Chg.
\$19	\$17 \$- 2	\$18 \$- 1	\$19 None	\$25 \$6

Expenses for the Study of the Future Role of NCSW were paid from the regular budget in 1958. In 1959 a foundation grant and some Reserve Funds were used.

The largest item in this category is for the Executive Committee, i.e. travel, preparation and conduct of meetings.

The Effective Budget would provide funds to increase membership participation in the planning of the Annual Forum and regional institutes. This would help materially in making the Conference more responsive to local needs and basic issues as they arise in local experience.

10. Working Balance

The Conference should have a working balance of at least \$8,000. The largest share of the Conference income is received from membership and registration fees and the working balance is needed to meet essential expenditures such as salaries, printing, etc. at regular periods.

11. Support Plan

The Conference expects to finance its present "core program" from traditional sources of income, namely, membership dues, Associate Group assessments, registration fees, publications, exhibits and services rendered.

Modest nonrecurring activities and services to supplement the "core program" will be financed from Corporation and Trade Union memberships and foundation grants.

It is the hope of the Conference that the additional sum of \$25,000. annually may be secured from United Fund and Chest Areas to implement the recommendations of the Study Commission on the Future Role of NCSW. It is not planned to use the Basic Community Percentages.

The Conference is participating in the National Budget and Consultation Committee process because it believes in the principle of national budget examination, so that the local United Funds and Community Chests and the budget committees and agency boards of directors may have reliable data about the Conference when they are considering expenditures for over one thousand local agency memberships in the NCSW, and expenses for individuals to attend the Annual Forum.

EXHIBIT #A

NATIONAL CONFERENCE ON SOCIAL WELFARE

Officers

- 1960 President: Charles I. Schottland, Dean, Florence Heller Graduate School for Advanced Studies in Social Welfare, Brandeis University, Waltham, Mass.
- 1960 First Vice-President: Mrs. Richard J. Bernhard (Board Member, Local-National) New York City.
- 1960 Second Vice-President: Fedele Fauri, Dean, School of Social Work, University of Michigan, Ann Arbor, Michigan.
- 1960 Third Vice-President: Sanford Solender, Director, Jewish Community Center Division, National Jewish Welfare Board, New York City.
- 1960 Secretary: James Brindle, Director, Social Security Department, United Automobile Workers, Detroit, Michigan.
- Treasurer: Arch Mandel, Executive Secretary, Massachusetts Community Organization Service, Boston, Mass.
- Past President: Robert H. MacRae, Executive Director, Welfare Council of Metropolitan Chicago, Chicago, Illinois.
- Executive Secretary: Joe R. Hoffer, Executive Secretary, National Conference on Social Welfare, Columbus, Ohio.

Executive Committee

REGION I

- 1960 Harry M. Carey, Executive Director, United Community Services of Metropolitan Boston, Massachusetts.

REGION II

- 1961 Hugh R. Jones (Board Member, Local-National), Utica, New York

REGION III

- 1962 Esther Lazarus, Director, City Department of Public Welfare, Baltimore, Md.

REGION IV

- 1960 Wilbur J. Cohen, Professor, Public Welfare Administration, School of Social Work, University of Michigan, Ann Arbor, Michigan.

REGION V

- 1961 Gisela Konopka, Professor of Social Work, School of Social Work,
University of Minnesota, Minneapolis, Minnesota.

REGION VI

- 1962 Robert T. Lansdale, Professor, School of Social Welfare, Florida State
University, Tallahassee, Florida.

REGION VII

- 1960 Bill Child, Commissioner, Idaho Department of Public Assistance, Boise,
Idaho

REGION VIII

- 1961 Sister Mary Immaculate, Director, Worden School of Social Service, Our
Lady of the Lake College, San Antonio, Texas

REGION IX

- 1962 Seaton W. Manning, Executive Director, Urban League of San Francisco,
San Francisco, California

AT-LARGE MEMBERS

- 1962 Mrs. George Abbott (Board Member, Local-National) Washington, D. C.
- 1961 Clark W. Blackburn, General Director, Family Service Association of
America, New York City.
- 1961 Daniel Blain, M.D., Director, State Department of Mental Hygiene,
Sacramento, California.
- 1962 Eugene H. Freedheim, (Board Member, Local-National), Shaker Heights,
Ohio.
- 1960 David G. French, Graduate School for Advanced Studies in Social Welfare,
Brandeis University, Waltham, Massachusetts.
- 1961 Sidney Hollander (Board Member, Local-National), Baltimore, Maryland
- 1960 Clara Kaiser, New York School of Social Work, Columbia University,
New York City.
- 1961 William Kirk, Executive Director, International Social Service,
American Branch, New York City.
- 1960 Mrs. Justine Wise Polier (Board Member, Local-National), New York City.
- 1962 Jay L. Roney, Public Welfare Project on Aging, American Public Welfare
Association, Chicago, Illinois,

**National Conference on Social Welfare
Exhibit B - (continued)**

1962 Sevilla M. Simons, General Director, National Travelers Aid Association,
New York City.

1960 Karl Stern, M. D., St. Mary's Hospital, Montreal, Quebec, Canada.

President-Nominee: Mrs. Victor Shaw (Board Member, Local-National)
Fairmont, West Virginia

EXHIBIT # 8

NATIONAL CONFERENCE ON SOCIAL WELFARE

Pay Grades and Positions

<u>Grade (Class Title)</u>	<u>Position Titles</u>	<u>Annual Salary</u> <u>(minimum)</u>	<u>(maximum)</u>
Secretarial	1. *Secretary I (3)	\$ 2,700	\$ 3,380
and	2. Secretary II	3,040	3,800
Administrative	3. *Administrative Assistant I (3)	3,490	4,370
Assistants	4. *Administrative Assistant II (1)	3,940	4,940
Budget Item #202	5. *Administrative Officer (1)	4,390	5,490
Professional	6. (a) Executive Assistant	5,400	6,760
and	(b) State Conf. Secretary (1)	5,400	6,760
Administrative	7. (a) Business Officer	6,750	8,450
	* (b) Asst. Exec. Sec. (1)	6,750	8,450
	(c) State Conf. Sec. (II)	6,750	8,450
	8. *Asst. Exec. Sec. (1)	8,100	10,140
	9. Assoc. Exec. Secretary	10,125	12,665
	10. *Executive Secretary (1)	13,500	16,800

The following staff are assigned to ICSW:

No. 10 Executive Secretary.....1/4 time

8 Asst. Executive Secretary.....1/2 time

3 Admin. Assistant I.....1/2 time

*Positions authorized for ¹⁹⁶⁰~~1959~~ Budget

EXHIBIT B C

NATIONAL CONFERENCE ON SOCIAL WELFARE

Staff Organizational Chart

UNIT A

Executive Secretary
Admin. Asst. I

Public Relations
Consultant (PT)

<u>(UNIT B)</u>	<u>(UNIT C)</u>	<u>(UNIT D)</u>	<u>(UNIT E)</u>
Asst. Exec. Sec. Admin. Asst. I Secretary I	Admin. Asst. II Secretary I	Admin. Officer Secretary I Part-time clerical staff	Asst. Exec. Sec. Admin. Asst.

UNIT A - Joe R. Hoffer

Includes staff responsibility for Executive, Editorial, Nominations and Staff Personnel Committees. Also informational, promotional activities and international social welfare.

UNIT B - Ralph D. L. Price

Includes staff responsibility as Executive Officer in Columbus office, Annual Forum management and Services to State Conferences.

UNIT C - Dorothy Hankins

Includes staff responsibility for financial bookkeeping, accounting and reporting. Also membership processing.

UNIT D - Eula Wyatt

Includes staff responsibility for administrative services and publications program.

UNIT E - Ruth Williams

Includes staff responsibility for NCSW Annual Forum Program Committee and Associate Group relationships. Also international social welfare.

Letter of Transmittal to the Executive Committee

December 12, 1959

Mr. Charles I. Schottland, President
National Conference on Social Welfare
Columbus 15, Ohio

Dear Mr. Schottland:

The Study Commission transmits herewith to the Executive Committee its "Report on the Future Role of the National Conference on Social Welfare," as approved at its meeting on December 11, 1959. It recommends initially the implementation of the sections of the report dealing with the program and format of the Annual Forum. The attached timetable for implementation is submitted for consideration by the Executive Committee.

Attached hereto is "The Report of the Study of the Future Role, Program and Structure of the National Conference on Social Welfare" prepared by Greenleigh Associates, which has served as a resource document in the formulation of the Study Commission's report.

In accordance with the agreement entered into between the National Conference and Greenleigh Associates, their report is transmitted in the form it was finally submitted to the Study Commission, without deletions or amendments. The full Greenleigh report has been promised to the national agencies participating in the Asbury Park Workshop, and the Study Commission recommends that it be distributed also to other national organizations sponsoring conferences in the social welfare field, and to individuals on request.

Happily, the Study Commission's recommendations as finally adopted, parallel closely the major recommendations developed by Arthur Greenleigh Associates. It, therefore, seems unnecessary to distribute to the entire membership both the Greenleigh report and the final report of the Study Commission.

The Study Commission considers that its assignment has been completed and recommends that it be discharged.

Sincerely yours,

David G. French
Chairman of Study Commission on the
Future Role of the NCSW

NATIONAL CONFERENCE ON SOCIAL WELFARE

Officers' Meeting

Minutes

Monday, March 21, 1960

Carnegie Endowment International Center, New York City

Present

Charles I. Schottland, President
Mrs. Richard J. Bernhard, First Vice-President
Fedele Fauri, Second Vice-President
Sanford Solender, Third Vice-President
James Brindle, Secretary
Arch Mandel, Treasurer
Robert H. MacRae, Past President

Staff

Joe R. Hoffer, Executive Secretary
Ruth M. Williams, Assistant Executive Secretary

Charles I. Schottland, presiding

I. Approval - Agenda

The agenda was approved in the form in which it had been circulated to the Officers and members of the Executive Committee.

II. Information - Report on Administrative Developments since December, 1959 Meeting of the Executive Committee

1. Atlantic City, 1960

On commenting on the small number of hotel reservations, the Executive Secretary emphasized the difficulty in making an estimate of the Annual Forum registration. It is especially hard for Atlantic City because of the wide variety of housing accommodations available, and the tendency of individuals to make their reservations directly with the hotels. He reported that the period of heavy promotion of attendance will be in April.

2. Future Sites

The Executive Secretary reported that we have options in Washington, D. C., Atlantic City, and Miami Beach for 1965. The staff will be collecting data on all these sites and will make recommendations for consideration at the fall

meeting of the Executive Committee.

III. Election - Members-at-Large of Program Committee

Mrs. Robert McNamara and Philip E. Ryan were elected to membership on the Program Committee for three-year terms ending with completion of the 1963 Annual Forum to replace Mrs. Moise Cahn and John McDowell whose terms expire in June. Mrs. Rollin Brown and Roy Sorenson were named as alternates in case of a declination.

IV. Treasurer's Report

Mr. Mandel called attention to the financial report for 1959, which was distributed with the minutes of the December meeting of the Executive Committee and which showed that the Conference ended the year with a surplus of \$4,952. Since only two months in 1960 have elapsed the Executive Secretary compiled a tentative report for the first quarter of 1960 based on actual figures for January and February and an estimate for March. He reported that all indications are that income from membership renewals and new members will be below the 1959 figures.

Mr. Mandel said that he and Mr. Hoffer would be presenting the 1960 and 1961 budgets to the National Budget Committee next day. Present estimates indicate a slight surplus for 1960 and a deficit of approximately \$5000. for 1961. This deficit is exclusive of the sum of \$25,000. annually which is needed to implement the recommendations of the Study Commission on the Future Role of NCSW.

There was considerable discussion of a proposal that Community Funds be approached to make one membership contribution which would blanket in all their affiliated agencies. Under this plan each agency in the Fund would automatically receive an organizational membership in the Conference. This proposal was rejected by the Officers as being too risky and it was agreed that it should be possible to raise the \$25,000. within a three year period by requesting the Community Funds to become organizational members of the Conference. (An estimated \$3,800. is secured from 116 organizations as of May 1, 1960). In the interim period it would be necessary to secure foundation grants.

V. Action - Plans for Annual Meeting of NCSW Members

The proposed format as presented in Attachment #3 of the Officers Agenda was approved. David French will present the highlights and major recommendations of the Study Commission. This presentation will be followed by buzz groups which will provide an opportunity for the members to raise questions about the Study.

The Officers selected the following individuals to serve on the Answering Panel: Moderator: Sanford Solender; Members: Eveline M. Burns; David French; Joe R. Hoffer; Robert H. MacRae; and, Charles I. Schottland. Resource: Arthur Greenleigh.

The staff will prepare charts and a leaflet presenting data concerning NCSW in the 50's and NCSW in the 60's. The latter will feature the highlights of the Commission recommendations.

VI. Consideration - Implementation of Study Commission Recommendations

The Executive Secretary presented the staff Working Papers prepared on three of the seven items enumerated by the Executive Committee at its December meeting. (Attachment #4 - Officers Agenda)

Working Paper A - Constitutional Changes Necessary to Implement the Study Commission Recommendations

The proposed constitutional revisions were presented under nine headings. The major revisions include:

1. "Social work" to "social welfare";
2. Present Executive Committee to a National Board of Directors and create a new Executive Committee;
3. President-nominee to President-elect;
4. President-elect as Chairman of the Committee on Program for the following Annual Forum;
5. Committee on Program to be composed of: Subcommittee A (appointed) and Subcommittee B (elected);
6. Major problems, issues or trends to be selected by President-elect and National Board;
7. "Division structure" based on major social welfare areas for organizing meetings on problems, issues and trends;
8. "Section Committees" to organize meeting on "methods" and "areas of interest" to special groups in social welfare. Elected Section chairmen to appoint members of committee;
9. Associate Group meetings to be scheduled immediately after the close of the final General Session, as well as prior to and during the Annual Forum.

Working Paper B - Changes in the Program Which Do Not Involve Constitutional Provisions

The recommended changes in program which can be implemented in whole or part with the present Constitution were presented under four headings:

1. Committee on Program

The present membership and responsibility of the Committee on Program could be modified to achieve several important recommendations of the Commission, namely: (a) More authority for the President in selecting Committee members; (b) Provision for members with particular knowledge of the topics chosen in any given year; and (c) Provision for formal representation from the national agencies.

2. Selection of Program Content

The present constitutional provisions are quite specific about the authority of the Sections in the selection of program content, but steps could be taken to achieve important recommendations of the Study Commission, namely: Selection of basic problems, issues, and trends by the President and Executive Committee. The principal problem is - who would be responsible for planning, organizing and conducting these meetings.

3. Division - Focused Meetings

The possibility of "meetings to examine a limited number of basic issues, problems, or trends and to consider their implications for the major areas of social welfare" already exists and is being exercised to some extent at the focused meetings on Wednesday. However, the Commission recommendations provide for the planning of such meetings by a committee selected for that specific purpose rather than in a segmented fashion, i. e. by several Sections or Committees selected for another purpose.

4. Sections - Methods and Special Interests

The Executive Committee has authorization to implement this recommendation now.

Working Paper C - Implementing the Study Commission Recommendations with Present Staff and Financial Resources

The staff believes that the major objectives of the Study Commission recommendations on the Annual Forum can be achieved with the present staff and financial resources providing certain modifications are made in the proposed organizational machinery and the suggested staff requirements for serving the various program committees, e. g. simplified program structure, fewer members on program committee, focused meetings restricted to one day, planning confined to one program year. The Executive Secretary reminded the Officers that additional staff and financial resources could be used to good advantage in both the present and proposed modified programs.

The Executive Secretary also pointed out that implementing the Commission recommendations without additional resources will mean a continuation of the present concept which places major responsibility for organizing the meetings at the Annual Forum on

the appointed and elected committee members. In order to assure that individuals will be willing to continue to accept this responsibility, it is essential that any modifications made do not violate the principle that individuals should participate in the planning and decision making process connected with activities which they are expected to carry out.

The Executive Secretary reported that the unofficial response of the selected national agencies (APWA, NASW, NSWA, CSWE) to their new role in the NCSW Committee on Program was favorable. There is some evidence, however, that the proposal to restrict Associate Group meetings to Wednesday and Friday may not be acceptable to many Associate Groups.

The Officers reviewed the staff Working Papers in some detail. In their opinion, the constitutional changes outlined in Working Paper A included the essential revisions of the present Constitution if the present recommendations are to be implemented. They agreed, however, that the new provisions should not be too specific and therefore restrictive. It was agreed that the revised Constitution should be reviewed for legal safeguards before submitting it to a membership vote.

Working Paper B they felt was useful as a resource document or as a supplement to Working Paper A.

Working Paper C, in their opinion, raised some basic questions which would have merit only if additional funds were not forthcoming. It was recommended that Modified Plan A which had been suggested by the staff for consideration, i. e. an entirely problem-centered program for the Annual Forum, should not be included in future considerations because it had not been a part of any previous discussions.

They agreed that Modified Plan B, i. e. simplified program structure, might serve as an interim step to the achievement of the Commission's recommendations.

In general, the Officers expressed considerable doubt as to whether they had the authority to recommend any changes in the Commission report as approved by the Executive Committee in December. They did agree that they had a responsibility to consider alternative plans and be prepared at the June meeting to present them.

The Officers concluded that having considered various alternatives and possible actions they would recommend that the Conference not consider any modification of its present structure and program to achieve partial implementation of the Commission's recommendations until it has been definitely determined that no additional funds are forthcoming for full implementation of the Commission's recommendations.

Some concern was expressed, however, that only a relatively small group had been involved in the formulation of the Commission's recommendations. With this concern in mind, the Officers instructed the staff to secure comments on the report

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from national agencies, state conferences and local communities during the next sixty days. The comments received from these sources will be summarized by Sanford Solender and presented to the Executive Committee at its June meeting.

The staff was also instructed to prepare a summary Working Paper for the Executive Committee meeting in June incorporating the data included in the three present papers under the following headings: (1) Present structure and program; (2) Proposed structure and program; (3) Modifications proposed by staff; and, (4) Differences between Numbers 2 and 3.

The Officers also stressed the need to investigate immediately possible financial support by foundations to underwrite the implementation of the Commission's recommendations. Priorities for funds were established in this order:

1. Annual Forum;
2. Clearing House on Conferencing in Social Welfare;
3. Field Services to State Conferences.

VII. Other Business

There was no other business.

VIII. Next Meeting of the Executive Committee

The Executive Committee will meet in Atlantic City as follows:

Saturday, June 4	9:30 a. m. - 5:00 p. m.
Wednesday, June 8	3:45 p. m. - 5:30 p. m. (Annual Meeting of Members)
Thursday, June 9	7:30 a. m. - 9:30 a. m. (breakfast)

James Brindle
Secretary

August 1, 1960

NATIONAL CONFERENCE ON SOCIAL WELFARE

Executive Committee

Minutes

Saturday, June 4, and Thursday, June 9, 1960
Ambassador Hotel, Atlantic City, New Jersey

Present

Charles I. Schottland, President
Sanford Solender, 3rd Vice-President
(June 9 only)
James Brindle, Secretary
Arch Mandel, Treasurer
Robert H. MacRae, Past President
(June 4 only)
Mrs. Victor Shaw, President-elect
Mrs. Gretchen Abbott
Clark Blackburn (June 9 only)
Emery Brownell (June 9 only)
Harry Carey
Fred DelliQuadri (June 9 only)

David French
Clara Kaiser
Mrs. Gisela Konopka
Robert Lansdale
Esther Lazarus
William T. Kirk (June 9 only)
C. F. McNeil (June 9 only)
Rev. Almon Pepper (June 9 only)
Jay Roney
Mrs. Savilla Simons
Melvin A. Glasser, Chairman, U. S.
Committee of ICSW (June 9 only)

Staff

Joe R. Hoffer, Executive Secretary
Harold N. Weiner, Public Relations Consultant
Ralph Price, Assistant, Executive Secretary (June 9 only)
Ruth M. Williams, Assistant Executive Secretary (June 9 only)
Mrs. Eula Wyatt, Administrative Officer
Sally Ehrlich, Administrative Assistant (June 4 only)

Charles I. Schottland, presiding

I. Approval - Agenda

The agenda was approved in the form in which it had been circulated to the members of the Executive Committee.

II. Approval - Minutes of Fall Meeting

The minutes of the December 12, 1959 meeting of the Executive Committee and the minutes of the March 21, 1960 meeting of the Officers' were approved.

III. Information - Report on Administrative Developments Since March Report

Mr. Hoffer spoke about administrative developments since his report to the Officers in March. He mentioned the following points:

1. Registration for the Annual Forum would appear to be on a par with or above that of last year, according to housing reservations.
2. One of the highlights of the Forum this year will be a photographic exhibit from the White House Conference on Children and Youth. Expenses for transporting, setting up, and dismantling the exhibit are being paid by the Eastman Kodak Company, and the Atlantic City Convention Bureau is paying for the space. NCSW is paying only the cost of electricity. For the first time the exhibit area will be open to the general public.
3. The NCSW exhibit consists of two main sections: "NCSW in the 50's" and "NCSW in the 60's". The former uses charts and an automatic slide machine to show some of the main activities of the past decade; the latter is made up of small charts and a leaflet showing the Study Commission recommendations and what constitutional changes would be required to implement them.
4. There will be meetings sponsored by two special committees at the Forum: one on Administration, and the other on Financial Problems of Industrial Employees. Both these projects were made possible by Corporation Memberships.
5. In the publications program, the second 25-year period of NCSW official records (Proceedings, committee reports, Bulletins, programs, etc.) has been microfilmed and is available for sale or rental. The price is \$68.00 for 7 reels, or \$10.50 for individual reels.

Mr. Lansdale suggested that we ought to let universities know about these, whether or not they have schools of social work.

IV. Information - Treasurer's Report

Mr. Mandel gave the financial report for the first quarter of 1960. The total budget for the year is \$161,000. Income to March 31 is \$51,000. - \$5,000. less than was received in 1959 for the same period. Expenditures for the first quarter total \$51,805.

Mr. Hoffer then spoke about the U. S. Committee. At the moment it is very difficult to determine the effect on the NCSW of the new arrangement with the U. S. Committee. However, promotion up to June 1 has produced 450 new International Conference Associates. The total income to date of \$10,000. ensures payment of the 1959 and 1960 quotas to the ICSW in full.

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Mr. Mandel also reported on the formation of a Committee on Finances with Subcommittee D as a nucleus and six individuals as corresponding members-at-large. Invitations have been issued to these people.

Mr. Hoffer spoke about financing the implementation of the recommendations contained in the report of the Study Commission. He submitted a request to the Lilly Foundation, but they were unable to do it. He then wrote to five other foundations. The only response so far has been from the New York Foundation which said it would give serious consideration to the request. Mr. MacRae suggested that we approach the MacGregor Fund in Detroit since the President, William Norton, is a past president of NCSW.

V. Information - NCSW Official Affairs - Atlantic City

Mr. Hoffer mentioned briefly the official functions during the coming week at which the Executive Committee members should try to be present. These include:

1. Sunday Evening - NCSW Reception
2. Monday Evening - Platform-General Session
3. Wednesday Afternoon - Annual Meeting of Members
4. Thursday Morning - Executive Committee breakfast

VI. Consideration - Implementation of Study Commission Report on Future Role of NCSW

At their March meeting the Officers instructed the staff to: (1) obtain comments from agency and individual members about the Study Commission recommendations; and (2) prepare a working paper for the Executive Committee. To achieve the former, letters were sent to 50 selected Welfare Federations around the country. Thirty responded, and this material, together with comments from other sources, was analyzed by Sanford Solender. Since Mr. Solender was unable to be present, he sent a tape of his report, which is summarized in Attachment #1.

In the discussion that followed, Mr. French suggested that one of the goals was to get wider audience participation at the Annual Forum. This can be achieved in many ways, such as small groups on the White House Conference pattern, buzz groups, etc. It would probably be difficult to get adequate leadership for over 100 small groups (groups of 20 or 30) for all attenders, but it should be possible to get competent discussion leaders for groups of 100-300 persons (10 or 15 groups.)

Mrs. Konopka felt that audience participation was not so important for the Annual Forum and was not its real purpose. Large meetings do allow for discussion, and there would be the possibility of having a small number of workshops for people who feel strongly about expressing their own views. People could send in a special fee and the workshops could be closed when 30 people have signed up.

Miss Lazarus raised the question of how intensive is intensive? Are we really more interested in intensive treatment or in audience participation?

There was general agreement that the goal should be intensive treatment and audience participation within a flexible format to be worked out by the Program Committee. In this context, audience participation does not necessarily mean giving everyone a chance to speak. It means giving opportunity for floor discussion. On this subject, Mr. Roney commented that people come to the Annual Forum not to talk but rather to learn about a subject. Mrs. Simons added that when everyone speaks you get a diffused meeting instead of a comprehensive one, and this will only aggravate the problem of relating to national agencies.

Subcommittees A, B, and D met at lunchtime.

A. Subcommittee A

Subcommittee A presented the following recommendations for action when the plenary meeting reconvened:

1. That the Conference should turn down the invitation of Portland, Oregon to hold the 1964 Annual Forum there because of our previous commitment to Los Angeles.
2. That we approve the proposal for revision of rental fees to be charged to exhibitors at future Annual Forums. Under the new plan Associate Groups would pay one-half of the commercial rate, and other non-commercial exhibitors would pay three-fourths of that rate.

The Committee approved both these recommendations.

To re-open the consideration of the implementation of the Study Commission Report, Mr. French clarified the point that the Executive Committee has the job of implementing the Study Commission report, but is perfectly free to depart from the recommendations of the report if it wishes.

1. Type of Annual Forum

Under the question of "intensive treatment", Mr. Brindle suggested that an alternative to small discussion groups would be a panel of informed people with different points of view, followed by discussion from the floor. Mr. Schottland urged that the Committee not try to fix the method but rather leave it flexible. It was generally agreed that the stress should be on "intensive treatment" rather than audience participation.

On the question of the scheduling of Associate Group meetings, the organizations apparently wish to retain the present Tuesday and Thursday schedule, while the proponents of the new plan say that this will make intensive treatment difficult. Mr. French felt that we must bow to the wishes of the Associate Groups and that a one-day break won't hurt intensive treatment.

Mr. Hoffer said that the Associate Groups which met in New York in May, considered the present schedule of Tuesday and Thursday better for their purposes than the proposed Wednesday and Friday schedule. Mrs. Simons disagreed, saying that continuity is important for national agencies, especially in attracting lay and board members. Mr. Schottland felt that the Associate Groups usually concentrated their meetings on one day. Mrs. Simons replied that these are extra meetings and don't satisfy agency objectives. Mr. Hoffer suggested the possibility of the Conference and the Associate Groups planning special concurrent meetings which required consecutive attendance. Then it would be a question of pure competition. The conclusion was to leave the schedule the way it is at present with the question open for discussion by future Executive Committees.

2. Machinery for Program Planning

Mr. French explained that the basic idea of the Study Commission recommendations was to structure the content of the Annual Forum by functions and by methods and that the machinery should reflect these divisions.

Mr. Hoffer said that the revised staff proposal provides a more realistic organizational structure, reduces the number of persons and integrates the various planning groups within a single committee. This eliminates additional expense for committee operation and staff time. He added that even with increased funds there were difficulties in the original plan, namely that the plan is not designed to deal with more than one problem or issue, e. g. with three issues and nine Divisions, Subcommittee A might require anywhere from three to 27 Division chairmen, with considerable turnover. Also the time between the inviting of Division Chairmen and the first meeting of the Committee seems to be too short, since people don't always reply immediately and we may have to try second and third choices. Also, some people would need at least six months' advance warning before taking on such a major assignment.

Mr. French countered the first objection by saying that one person could handle three or four problems without being an expert in each. Mr. MacRae added that all issues wouldn't have implications for all Divisions, so the theoretical maximum number of planning groups would not be needed.

Mr. Brindle suggested that in order to break the stalemate we try the new plan on a limited scale next year, taking one major issue and giving it intensive treatment and leaving the rest of the Annual Forum as is. He suggested the topic "Exploding Population and the Move to the Suburbs" as a possibility.

Mr. Schottland thought a good theme might be "International Social Work" and Mrs. Simons suggested "The Place of Social Work in International Survival."

Miss Kaiser felt we ought to focus the General Sessions on the major issues and leave the Sections and Divisions free to organize programs on these problems or not as they wish. This would provide a sort of safety valve. Mr. Schottland felt that if we do this we should try to evaluate the effectiveness of concentration. Miss Kaiser suggested that we reduce the number of Divisions to those that have a relation to the major themes chosen.

Mrs. Shaw felt that the Program Committee should not be appointed entirely, that some sort of elective procedure is important.

Mr. French explained that in the suggested plan the major issues would be chosen by the Executive Committee before the selection of the nine Division chairmen. Then the nine would be picked and a meeting set where the development of the problems would be worked out, after which the chairmen would disperse and organize meetings.

After much discussion it was finally decided that the nine Division chairmen could be changed to nine specialists forming one committee, instead of nine separate committees, in order to cut down on committee activity and staff service. These people would be appointed by the President-elect.

Subcommittee B would still consist of six Section chairmen with subcommittees and three members-at-large.

3. Procedure

It was agreed that the proposed timetable should be modified to start 24 months before the Annual Forum.

B. Subcommittee B

Subcommittee B recommended that once decisions on implementation have been reached, a committee should be appointed to make constitutional changes during the summer. This committee would probably consist of the President, Executive Secretary and one other person in the New York area.

C. Subcommittee D

Mr. Mandel reported on the following items which had been discussed by Subcommittee D:

1. National agencies who perform "common service" functions, e. g. forum, public relations, planning, etc. should go to local Funds and Chests together on a quota basis. This will take a long time, but in the meantime, the NCSW should try to get more money from Funds on a membership basis.
2. Foundation support is needed for an aggressive and widespread campaign to get more NCSW members.

3. The NCSW should try to get more money from some Associate Groups. We should work with national agency representatives to see whether we can develop a more equitable scale of contributions.
4. We should have a committee of public welfare officials to work out a plan to approach public welfare agencies.

Thursday, June 9, 1960

VII. Welcome to New Members

On behalf of the Committee, the President welcomed the newly elected officers and Executive Committee members who were present: Fred DelliQuadri, First Vice-President; C. F. McNeil, Second Vice-President; Emery Brownell, Secretary; and Reverend Almon R. Pepper. He also extended a welcome to Melvin A. Glasser, Chairman of the U. S. Committee of ICSW.

VIII. Information - Supplementary Financial Report

The Treasurer and the Executive Secretary presented a financial report based on a registration of 4224 through Wednesday and an estimate of the registration for Thursday and Friday. * They reminded the Committee that the budget for 1960 had been prepared on the basis of an anticipated registration of 5500. Mr. Hoffer presented a comparison of the attendance figures, by types of registration, with those of last year in San Francisco:

<u>Type</u>	<u>1959</u>	<u>1960</u>
Members - Sustaining & Contributing	27	26
Members	2428	2098
Students	232	193
Agency delegates	722	1061
Two-day	449	571
One-day	556	747
Complimentary	<u>22</u>	<u>63</u>
Total	4436	4759

He also reported that a comparison of the daily registrations with recent years indicated that the attendance had held up very well during the week, but that the numbers registering on Sunday and Monday had been considerably lower than usual.

*The final registration figure for the week was 4759. A total of 500 persons registered on Thursday. This registration was higher than anticipated.

In the discussion that followed several points were mentioned as possible contributing factors to the low registration: The White House Conference on Children and Youth in March, 1960; the meetings held in other cities near the time of the Annual Forum by the National Conference of Jewish Communal Service and the National Federation of Settlements; the increasing pressure that was being put on agency staff members to attend the conferences of other organizations in their special fields of interest, e. g. child welfare, public welfare, etc.; the Delegate Assembly of NASW being held at a different time and place from the Annual Forum; the effect of inflation on agency budgets and the fact that it is easier to curtail conference attendance than direct services.

The staff was asked to analyze the effect of the new pattern (started in 1959) of sending out admittance cards for single meetings to all program participants by checking to see what proportion of these individuals did not register. It was also asked to try to secure some figures which would indicate the trends in attendance at other conferences in the field.

Estimates of income and expenditures for 1960 were presented and it appears that there may be a deficit for this fiscal year.

Mr. Mandel said that the anticipated deficit could be met from the Annual Forum Reserve, but this would reduce the Reserve, which had serious implications for 1961, when it would be very difficult to estimate the attendance since the Annual Forum is being held in an unfamiliar area (Minneapolis-St. Paul.)

IX. Consideration - Items Arising Out of the Annual Forum

Mr. Glasser, Chairman of the U. S. Committee of the ICSW, reminded the Executive Committee that when the U. S. Committee was taken over by the NCSW on January 1, 1960, it was with the understanding that the general method of operation of the U. S. Committee would continue as in the past during 1960, but that the long-range plan would be developed for implementation following the Rome Conference in January, 1961. After consultation with Mr. Schottland, he had appointed a subcommittee to prepare recommendations on structure, functions and relationships of the U. S. Committee, and these had been considered at a meeting of the U. S. Committee on June 5, at which both Mr. Schottland and Mrs. Shaw had been present. He presented the recommendations as adopted by the U. S. Committee (Attachment #4.)

Mr. Glasser went over the recommendations which were presented under the following headings: Definitions, Program of U. S. Committee, Composition of U. S. Committee and Method for Obtaining, Vacancies, Nominations, Budget and Finance, Authority. He said that in his view these proposals represented a workable basis for the future activities of the U. S. Committee.

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The Executive Committee adopted the report with the understanding that the necessary steps should be taken so that the new plan could be implemented in January, 1961.

X. Action - Implementation of Study Commission Report

The Executive Secretary presented a staff paper on "Implementation of the Commission's Report," which had been prepared since the June 4 meeting of the Committee and circulated to the members (Attachment #2.) Following some discussion, the Committee considered the next steps proposed in the paper.

It was agreed that the four selected national organizations (American Public Welfare Association, Council on Social Work Education, National Association of Social Workers, National Social Welfare Assembly) should be invited to have representatives on the 1961 Program Committee.

The Committee decided that, on an experimental basis, a problem or issue should be selected for the 1961 Annual Forum program and given intensive treatment along the lines envisaged in program Area A in the Study Commission report. These meetings could take place on any day during the Annual Forum and would be at the same time that other meetings are going on. Since the Executive Committee did not have time to give serious consideration to the problem that might be emphasized, the Program Committee was instructed to make the selection.

The Committee agreed that contacts should be established immediately with the following groups in an effort to obtain the funds required for implementation of the Study Commission recommendations or to secure additional income for the core program of the Conference:

- a. Foundations - grants for implementation
- b. Community Funds - to become NCSW organizational members
- c. Local agencies and organizations - to become NCSW members

It was recognized that any approaches to the Associate Groups at this stage to increase their special assessments would have to be made with care on an individual basis, since the future relationship between the Associate Groups and the Conference was a matter arising out of the study which would need further consideration.

The Committee decided to proceed with the implementation of the points outlined in the chart in the small printed leaflet that had been prepared for the meeting of members (Attachment #3.) This would be done to the extent possible for the 1962 Annual Forum, but it was recognized that the nominating process had been completed for the Program Committee for 1962 and that this precluded setting up a Program Committee in accordance with the Study Commission recommendations until

the 1963 Annual Forum. The hope was expressed that within the limits imposed future Executive Committees would give attention to the possibility of further experimentation for the 1962 Annual Forum.

It was agreed that Subcommittee A of the new Program Committee would consist of nine members, one for each Division, who would co-opt other individuals to work with them in actually organizing the meetings.

The President was authorized to appoint a subcommittee to prepare the necessary constitutional revisions.

The Committee then turned its attention to the question of conferencing in social welfare. A number of members expressed the view that there would be disappointment in the field if the Conference did not follow through on the new statement of NCSW purposes in the study, i. e. "To cooperate and consult with other organizations in promoting the most effective development and use of conference activity in social welfare."

Mr. French reminded the Committee that originally the NCSW had hoped to secure joint sponsorship (from APWA, CSWE, NASW, NSWA and UCFC) of the Asbury Park Workshops, but that this had not been possible. There was a feeling that since conferencing is not a monopoly of the National Conference, the problems need joint consideration. After considerable discussion, the Committee agreed to authorize the President to undertake, in consultation with the officers, to map the necessary steps for convening with the other five groups (mentioned above) a committee which will jointly study the question of conferencing in social welfare at the international, national, regional and state levels. The Conference will enter into this with a commitment to preserve the NCSW and to find a common approach to the problems facing the field, but it will not adopt any position in advance. Specifically, it was agreed that in future discussions the question of a biennial meeting of the Conference was not to be regarded as settled. This process should begin in the early fall and a report is to be made to the Executive Committee in November.

The staff was instructed to re-open discussion with the Assembly and UCFC of the 1956 "Proposal for a National Service in the Field of Statewide Community organization for Health and Welfare," which is referred to on page 10 of the report of the Study Commission.

A special vote of appreciation to David French for his service "beyond the call of duty" as Chairman of the Study Commission was unanimously adopted.

XI. Other Business

The President expressed appreciation to the following members whose terms were expiring at this meeting: Sanford Solender, Third Vice-President; James Brindle, Secretary; Harry Carey; David French; and, Clara Kaiser.

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XII. Time and Place of Next Meeting

The Executive Secretary announced that the fall meeting of the Committee will be held in Columbus on Friday and Saturday, November 11 and 12.

James Brindle
Secretary



NATIONAL CONFERENCE ON SOCIAL WELFARE

Summary of Report by Sanford Solender on Comments on Study Commission Recommendations

This report represents reactions from welfare federations in 14 major cities, written responses from 10 Associate Groups, and the suggestions of 25 representatives of Associate Groups gathered at their meeting in May.

The Study Commission report was broken down into seven major classifications and the responses to each were as follows:

I. Purposes of the Conference

The report reaffirms the basic purposes of the NCSW but it extends them as well, urging a more creative leadership role for the Conference and also more emphasis on international concerns. The respondents approved these purposes with the following comments:

- a. Some felt there was a lack of specificity in delineating the unique role of NCSW as the only conference in the broad field of social welfare.
- b. There was approval of the change of the name from "social work" to "social welfare" as reflecting the broadening scope of the field. One person wanted to go even further and make it the National Conference on Health and Welfare.
- c. There was approval of the broadened role in international sphere.
- d. It was felt that the Conference should embrace widely divergent groups and serve their conference needs.
- e. More effective impact of social welfare on the general public should be achieved through the Annual Forum.
- f. There is a need for selection of priorities among the seven purposes

II. Program of the Annual Forum

The report recommends that the Conference focus intensively on a limited number of problems, issues and trends in order to achieve a more cohesive program. The responders found the general plan of a focused conference acceptable. The comments included:

- a. Would like more emphasis on issues than on methods.
- b. Anticipated difficulties with such things as:

- (1) Issue selection not easy;
 - (2) Choosing issues 18 months in advance;
 - (3) Possible duplication in subject matter under program areas A and B -- several people felt that B should cover both field of service and methods of practice.
- c. Divisional breakdown may not be needed on all issues.
- d. Some Divisions were not included in report: aged, international social work, community development, intergroup relations, broad approach to fund raising, etc.
- e. Program schedule and format require some further study:
- (1) Annual Forum is too long - three or four days would be sufficient;
 - (2) Three days could be devoted to general and agency matters and two days to professional practice questions;
 - (3) Need for free time between 4:00 and 5:30 p. m. and in the evenings.
- f. Associate Groups
- (1) Responders approved spirit of closer cooperation between Conference and the Associate Groups. They felt that it would be constructive to add national agency representatives to the Program Committee.
 - (2) Those in favor of national agencies holding meetings in connection with the Annual Forum stressed the fact that this would reduce the pressure on conferencing in the field. Those opposed said that this would make the conference period too long and complex, too departmentalized, would unbalance the program and would tax hotel and other facilities. They felt the need of a clear definition of the relationship between the Associate Groups and the Annual Forum program.
- g. In general they felt the new format present several practical problems:
- (1) Makes program more complicated than before.
 - (2) Implies continuity of attendance - will people come and stay throughout the whole time?
 - (3) Will narrowing of issues cause a loss of attendance?
 - (4) Passivity of Conference delegates - how to stimulate better attendance?
 - (5) Will the needs of special groups (young, experienced delegates) be met?
 - (6) How will you avoid a narrow methodological approach to assignments?
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III. Machinery of Program Planning

The responders suggested the following:

- a. Representation of both voluntary and public agencies on planning committees.
- b. Wide representation via election of members of planning committee.
- c. Difficulties of people committing themselves 18 months in advance.
- d. Failure to include Committee on Audio-Visual Aids.
- e. New role of President-elect is sound.
- f. Role of national agencies should be clarified and extended:
 - (1) Why only 4 groups chosen? What about CWLA, FSAA, NHC, NPPA?
 - (2) Need for clarification of functional relationship of the Conference to such groups as NSWA and UCFCA;
 - (3) Need for representation of Associate Groups on Program Committee.
- g. Agency opinion should be sampled before issues are chosen.
- h. Recognized vital role of NCSW staff in coordinating and avoiding duplication.
- i. There are complex problems inherent in the plan:
 - (1) Coordination of efforts;
 - (2) Procedure of Subcommittee A must be flexible. There is much inter-relationship between A and B and combined meeting might be a good idea - session on methods and implications could be integrated.

IV. Time and Place of the Annual Forum

There was general agreement on an Annual Forum with rotating locations, although several people suggested a biennial or even triennial Forum.

V. Conferencing in Social Welfare

The report recommended that Associate Groups hold conference either before or after the Annual Forum. There were mixed replies, those in favor being largely local councils and individuals; those opposed, national organizations and some local councils.

- a. Those in favor spoke of economy in costs of conferencing.

b. Those opposed made several points:

- (1) It would make it appear that national agency meetings were just tacked on to the Annual Forum and not an integral part of it.
 - (2) It would have an adverse effect on attendance because national agency people couldn't come for the whole time.
 - (3) The suggested schedule would place exceptional pressure on the programming for Wednesday. Didn't like meetings on Saturday, especially because of difficulty in getting laymen to attend.
 - (4) It didn't fit in with most agencies' conferencing format.
- c. There was approval of and enthusiasm for the idea of a clearing house - felt there was a real need for coordination in this field.
- d. There was also approval of the idea of a continuing committee to deal with problems of conferencing in social welfare.

VI. Non-Forum Activities of NCSW

The Study Commission recommended expanded services to the state conferences, more international emphasis, including joint use of staff with the ICSW, and same publication program. Comments of responders as follows:

- a. General acceptance of expanded services to state conferences. Felt more grass roots involvement of NCSW would help relate the Annual Forum to local concerns. Also it would raise the level of programming of the state conferences. Some people thought we should concentrate on weak groups, especially those without any professional staff.
- b. Favored more concern with international social welfare.

VII. Implications of the Study for the Governing and Financing of the NCSW

There is great need for promotion of membership, both agency and individual. Responders felt members shouldn't be limited to social workers and were favorable to lay participation.

On the question of moving the office to New York City, two were opposed and six expressed cautious approval.

Summary of Replies

1. Of the 30 councils represented, 20 clearly favored the recommendations of the report and 10 were generally pleased.
 2. The idea of focusing the Annual Forum was acceptable, to be applied flexibly.
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3. Clear desire for Conference to stress common, unifying elements as well as different methodologies, and to avoid further fractionalization.
4. Serious questions as to provision for adequate representation of Associate Groups in the proposed format.
5. Bigness, scatteredness and complexity of Conference cause concern, but they want broad base and participation.
6. Widespread feeling that the Study has moved the Conference ahead and that the recommendations should be implemented within an experimental and evaluative frame of reference.



NATIONAL CONFERENCE ON SOCIAL WELFARE

Implementation of Study Commission Report
(Item X on Executive Committee Agenda)

I. Summary of Discussion by Executive Committee (June 4)

The analysis made by Sanford Solender of approximately 50 written responses to the report may be summarized as follows:

1. Of the 30 councils which responded, 20 clearly favor the recommendations of the report, and 10 were generally pleased.
2. The idea of focusing the Annual Forum is acceptable, to be applied flexibly.
3. There is a clear desire for the Conference to stress common and unifying elements, as well as different methodologies, in order to avoid fractionalization.
4. Serious questions are raised as to whether there is provision of adequate time for the Associate Groups in the proposed time schedule.
5. Bigness, scatteredness and complexity of the Annual Forum causes concern, but there is a desire for a broad base and wide participation.
6. There is a widespread feeling that the study has moved the Conference ahead and that the recommendations should be implemented within an experimental and evaluative frame of reference.

Comments in the responses which suggested modifications of Study Commission recommendations included:

1. The purposes of the Conference should be revised and made more specific in:
 - (a) delineating the unique role of NCSW;
 - (b) setting priorities for the Conference;
 - (c) programming; and
 - (d) evaluation.
2. The possibility of duplication in subject matter under Program Areas A and B. Several groups felt that Area B should cover both fields of service and method of practice.
3. Program time schedule and format require some further study.
4. The new format makes the program more complicated than before.

5. The plan implies continuity of attendance. Will people come and stay through the whole time?
6. Will narrowing of issues cause a loss of attendance?
7. The role of national agencies should be clarified and extended.
8. There are complex problems inherent in the plan.

In the discussion that followed consensus was reached on the following points:

1. The goal should be more intensive treatment of a limited number of problems and issues than at present. However, Divisions should be free to organize or not to organize programs on the selected problems. They may select other problems of interest to them.
2. More opportunities for audience participation should be provided for than at present.
3. The present time schedule of NCSW and Associate Group meetings should be retained.
4. The proposed Program Committee structure should be simplified and made more flexible.
5. The proposed timetable for planning should be modified to start 24 months before the Annual Forum.
6. A committee should be appointed to prepare constitutional revisions as soon as decisions on implementation have been reached.

In conclusion, there was general agreement that the proposed recommendations re the Annual Forum program and machinery for program planning should be applied flexibly and experimentally.

II. Next Steps (proposed by the staff)

The following steps can be taken immediately:

1. Approach the selected national agencies to name representatives on the 1961 Program Committee.
2. Eliminate the plan of focusing attention on one subject all day Wednesday. Instead, select a problem or issue for the 1961 Annual Forum program and experiment with intensive treatment along the lines envisaged in program Area A at the same time that other meetings are going on.

3. Make contacts with the following groups in an effort to obtain the funds required for implementation of the Study Commission recommendations or to secure additional income for the core program;
 - (a) Foundation - grants for implementation
 - (b) Community funds - to become NCSW members
 - (c) Local organizations to become NCSW members
 - (d) Associate Groups - to increase their special assessments
4. Prepare constitutional revisions and circulate ballot.
5. Proceed with implementation of items as amended in column c (See Attachment #4 to Executive Committee agenda, dated May 17, 1960) that are labeled "No change" for the 1963 Annual Forum or, where possible, for the 1962 Annual Forum. (A full report on these will be presented to the fall meeting of the Executive Committee.



U. S. COMMITTEE OF THE
INTERNATIONAL CONFERENCE OF SOCIAL WORK

Committee on Structure, Functions, and Relationships

Revised Report - As Adopted 6/5/60

Definitions

1. The U. S. Committee of the International Conference of Social Work is an integral part of the National Conference on Social Welfare. The U. S. Committee is the national committee in the United States through which members (individuals and agencies) participate in the International Conference of Social Work. These individuals and agencies, called International Conference Associates (ICA's), are associates of the U. S. Committee of the International Conference of Social Work.
2. The standard operating procedure of the International Conference throughout the world is that individuals and agencies participate in the International Conference only through their national committees.
3. The Executive Committee of ICA's will be known as the U. S. Committee of the ICSW.
4. The U. S. Committee is a committee of individuals, serving in their own right, not as members of organizations, except that an officer of NCSW represents NCSW on the U. S. Committee. (See Composition of U. S. Committee, item f.)
5. ICA's may be, but are not required to be, members of NCSW.
6. NCSW members may be, but are not required to be, ICA's.
7. All U. S. delegates to ICSW Conferences must be ICA's.

Program of U. S. Committee

1. The U. S. Committee of ICSW is the international arm of the NCSW. (The U. S. Committee is no longer an associate group of NCSW.)
2. As such, the U. S. Committee will represent NCSW in international relationships.
3. The U. S. Committee will have responsibility for the international aspects of the NCSW Annual Forum program. To implement this, the U. S. Committee will appoint a representative to the Program Committee of the NCSW.

4. The U. S. Committee will have responsibility for planning and carrying out U. S. participation in the ICSW.
5. The Chairman, or another officer of the U. S. Committee, will be a member of the NCSW Executive Committee.

Composition of U. S. Committee and Method for Obtaining

- a. 4 officers - Chairman, Vice Chairman, Secretary, and Chairman of Finance (Latter needs better name.)

Single slate prepared by Nominating Committee

Term - 3 years, Chairman and Secretary to be elected one year, Vice-Chairman the second year, Chairman of Finance the third year, subject to no more than one re-election for full 3-year terms.

- b. 5 members representing the major national organizations coordinating international social welfare activities, selected one each from recommendations made by ACVA, APWA, CSWE, NASW, and NSWA.

Single slate prepared by Nominating Committee

Term - 3 years, subject to no more than one re-election for full 3-year terms.

- c. 3 members appointed by the President of NCSW.

Term - 3 years, subject to one reappointment for full 3-year terms.

- d. 12 members-at-large, selected by Nominating Committee on single slate, and appointed by the President of NCSW.

Term - 3 years, subject to one re-selection and reappointment for full 3-year terms.

- e. 2 U. S. members of the Permanent Committee of ICSW, appointed by Chairman of the U. S. Committee on recommendation of U. S. Committee, and taking into consideration recommendations by the Nominating Committee.

Term - 4 years by rule of ICSW, no limit on number of terms.

- f. 1 officer of NCSW, appointed by President of NCSW.

Term - Determined by NCSW President, but must be an NCSW officer throughout service on U. S. Committee.

- g. Any officers of ICSW living in the U. S. A.
- h. Chairmen of Committees of U. S. Committee, particularly nominating, and committees responsible for U. S. Participation in the ICSW, during time of their service.

Total - 27 plus

Vacancies

Appointments made by President of NCSW, on recommendation of the U. S. Committee

Nominations

Committee of 7, appointed by the chairman of the U. S. Committee

Slate prepared by Nominating Committee taking into account recommendations solicited from ICA's, geographic distribution, and fields of interest.

Terms - 3 years, subject to no more than one additional consecutive full term, except members of Permanent Committee of ICSW, officer appointee of NCSW, and Chairmen of Committees of U. S. Committee

Rotation - Rotating system is to be set up by initiating Nominating Committee, subject to the approval of the U. S. Committee

Sample - 1st year Chairman, Secretary, NSWA, NCSW plus 4 (? plus 2)
2nd year Vice Chairman - ACVA, CSWE, NCSW plus 4 (? plus 2)
3rd year Chairman of Finance - NASW, APWA, NCSW plus 4
(? plus 2)

2/1/61 is the effective date for U. S. Committee officers and members under new agreement.

Nominating Committee should be appointed and start to work as soon as composition and method of selection of U. S. Committee officers and members have been approved.

Current officers and members are not subject to term limitation in making up U. S. Committee officers and members whose terms will start on 2/1/61.

Budget and Finance

Until and unless the procedure is changed, the U. S. Committee has responsibility for this country's financial quota to the International Conference of Social Work. All income from ICA's and other sources, except that designated for specific purposes will be applied directly to the U. S. quota to ICSW.

Dues scale for ICA's is set by the U. S. Committee, following a mail poll of ICA's, and is subject to approval by NCSW Executive Committee.

Budget of NCSW is to include an amount for U. S. Committee expenses, the amount and items covered to be determined in joint consultation between NCSW Executive Committee and the U. S. Committee, with the NCSW having final approval in such matters.

Fiscal Year is the calendar year. All financing is to be processed through the NCSW.

Authority

In any point of dispute the U. S. Committee is the final authority, except in those matters spelled out above.

Elma Phillipson Cole
Chairman

